

**EMPLOYEES' CAREER VALUES, PERCEIVED
ORGANIZATIONAL SUPPORT AND CAREER SUCCESS**

**By
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of the Requirements for the degree, Master of Human Resource
Management.

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ABSTRACT

Kajian ini dijalankan bagi melihat hubungan diantara nilai kerjaya, *perceived organizational support* dan kejayaan kerjaya. Menggunakan sample rawak mudah, 120 soal selidik diedar kepada dua buah organisasi multinasional dan juga kepada pelajar Sarjana di UUM yang sedang bekerja dipelbagai organisasi di Negeri Kedah. Hanya 79 memberi maklum balas kepada soal selidik yang diedarkan. Analisa korelasi dan regresi dibuat bagi menentukan tahap signifikan pembolehubah nilai kerjaya dan *perceived organizational support* ke atas kejayaan kerjaya. Analisa data mendapati bahawa nilai kerjaya dan *perceived organizational support* mempunyai hubungan yang signifikan dengan kejayaan kerjaya. Penemuan kajian mendapati bahawa kedua-dua pembolehubah hanya mempengaruhi 40% varian terhadap kejayaan kerjaya. Ini bermaksud, terdapat angkubah lain yang mempengaruhi kejayaan kerjaya. Kajian seterusnya boleh melihat pembolehubah seperti *human capital*, *socio-demographic status* dan *stable individual differences* yang mungkin mempengaruhi kejayaan kerjaya.

ABSTRACT

This study was carried out to examine the relationship between career values perceived organizational support and career success. Using convenient sampling, data was gathered using 120 questionnaires sent to two multinationals companies and Master's degree students who work in various organizations in the Kedah state of Malaysia. Only 79 responded to the questionnaire. Correlation and regression analysis were performed to determine the significance of the two independent variables, career values and perceived organizational support on career success. Analysis of the data revealed that career values and perceived organizational support both have significant but moderate relationship with career success. The findings show that both variables, that is, career values and perceived organizational support only influence approximately 40 percent variance on career success. This means there other factors that could not be explained by this study that determine career success. Future research should look at other variables such as human capital, socio-demographic status and stable individual difference that might influence career success.

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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Career success among employees in organization has been a concept that has attracted the attention of scholars for a very long time and it is still being studied to this day. The meaning of career success has become clear to industry practitioners, researchers and scholars alike, but there is no agreement as to how best to help employees and organizations achieve career success. This has been a subject of contention among researchers. Researchers like Arthur, Khapova and Wilderom (2005); Punnett, Duffy, Fox, Gregory, Lituchy, Miller, Monserrat, Olivas-Lujan and Santos (2007) have conducted studies on career success in order to understand the concept of employees' career success in organization. Studies have examined the concept of career success from different directions including that of organizational commitment, Joo and Park (2009), perceived organizational support, Eisenberger, Cummings, Armeli and Lynch (1997) and human capital development, Ballout (2007). Consequently, these studies conducted on career success have contributed to the body of knowledge on career success, however, only a few studies (Chen, 2010; 2011) have attempted to investigate the concept (career success) using the combined variables of career values and perceived organizational support in order to see the roles the variables play in enhancing employees' career success.

Against this background, this study is aimed at investigating the relationship between career values, perceived organizational support and career success of workers in Kedah state. Chen (2011) conducted a study among knowledge employees in Hangzhou, China to find out how career values and perceived organizational support affect career success. While the result shows that there is a positive relationship between career values and career success and perceived organizational support with career success, similar study is yet to be conducted in Malaysia. This is the basis upon which this study intends to test the variable (career values, POS and career success) among employees who work within Kedah state. Significantly, it is important to add that study on values is not new. The concept of values is broad and work values which are a sub-set of general values have long been considered to predict career satisfaction. The idea is that employees' work values are derived from life values which individuals have acquired over a period covering the person's life span. They are certainly reflecting the personal values of individuals (Kalleberg, 1977; Jurgensen, 1978; Chen, 2011) and personal values are derived from family and cultural experiences (Kalleberg, 1977 & Jurgensen, 1978). The argument is that if employees' work values are aligned with personal values and organizational values, employees would gain career satisfaction (Chen, 2011).

Similarly, a study by Judge & Bretz (1992), Keller et al. (1989) and Sagie, (1994) also revealed that work values which are considered synonymous to career values in this particular study is gained from employees' ability to find meaningfulness in work in accordance with individually held values. That is, if individuals are able to find a relationship between their personal values and career values they are likely to achieve

career satisfaction. In a nutshell, individual values play important roles in employees' realization of their career values. What this therefore signals is that workers must seek to reconcile their personal values with their career values in order to achieve career success.

There is enough evidence to suggest that employees' career values can majorly be dictated by individual employee (Chen, 2011). In addition, organizations can only contribute to ensure the success of their employees, especially if they are aware of the ways to align employees' career values with the values of the organization (Karatepe, 2012). What this means is that the responsibility for employees' achievement of career success through the realization of their career values is generally controlled by the employees. Organizations still need to support their employees if they consider the success of their employees as synonymous to the success of the organization. Organizations do not need to look at individual's career values as contrary to the values of the organization if they have to achieve a common objective of success for the organization. Furthermore, what seems to be clear is that the human resource department of organizations needs create the awareness among the leaders of organizations that employees' career values are not necessarily opposed to the values of the organization and that they only need to find a way of aligning employees' career values with the values of the organization. This can best be achieved by educating the supervisors who have the most contact with their employees and bring about such understanding.

Another important finding about career values is that, values change. Over time employees career values can change due to several factors among which are: employee

maturity due to development in the employee's life. This is usually brought about by experiences over time. Another factor could be the inability to realized previously held values which may be due to career change, lack of organizational support and what have you. Furnham (2009); Choo, Hendrik & Keng-Howe (2009); Chen (2011) and Karatepe (2012) mentioned that employees should not hesitate to change their values over time to achieve career success. They argued that circumstances such as uncertainties in organization can affect employee's values, which could lead to failure to realize initial values. What becomes obvious is the need to change values in line with the current career that employee is in. Only then will the employee be able to achieve career success (Chen, 2011 & Karatepe, 2012). One way by which the organization can help employees to achieve their career values is by giving them the necessary support that could lead to the achievement of career values and that is regarded as organizational support.

Perceived organizational support on the other hand, also plays an important role in the consideration of career success. A recent study showed that when employees are high in perceived organizational support there is the likelihood for high career success also, because there is cooperation, between the organization and individual employees from the perspective of the employees (Chen, 2010 & 2011). The outcome of such positive perception of the role of the organization is loyalty, commitment and dedication on the part of employees to the organization. Employee commitment and dedication can bring about higher productivity and loyalty to the organization. POS as a concept has long been held as capable of playing a significant role in employee loyalty, commitment and career satisfaction (Rhodes & Eisenberger, 2002; Chen, 2009 & 2010). This is based

on the fact that, employees who consider their organization as genuinely interested in their career development find it convenient to pursue their career progress using the organization's resources. What organizational level support does for the morale of the employee is the increase in confidence on the part of the employee that he is in the right organization to develop his career. Employee knowledge of the chance for personal growth in the organization stimulates the willingness to be committed to the success of the organization and in such environment there is a huge opportunities for employees to have career success.

Previous research (Chen, 2010) also showed that organizational level support for employees can elicit the feeling of trust between the employee and the organization. Organizational level support can also create the positive environment that allows both the employer and the employees to respond kindly to any act perceived to be kind by the other party. In other words employees reciprocate actions they considered as kind from the organization by being even more hard-working, trustful and committed to the organization (Chen, 2010). Another research revealed that employees who believe that they do not have POS did not only manifest dissatisfaction with their work, they also concluded that the organization did not really value their contributions (Karatepe, 2012). This goes to highlight the notion that mistrust can develop between the employee and the employer so that the employee can begin to consider the organization as not genuinely interest in his or her success. An environment where distrust exists between employees and the organization does not create the right environment for career success.

Again, employees' career success is dependent on so many factors among which are career values and perceived organizational support. Employees and their employers need to work together in order to use those factors to create success for both employees and the organization since the concept success does not reside with the employees alone. It is true that if the relationships between employees and their employer are good thereby creating the opportunity for employees to pursue their career values with organizational level support the outcome is likely to be career success. Similarly, employees' career success will not come at the expense of the organizational success, because both employees and the organizational are inextricably linked. Therefore, the success of employees is likely to be the success of the organization.

The effort to understand employees' career success is not unique to employees in the state of Kedah, Malaysia. Organizations all over the world continue to search for ways and means to enhance employees' career success. Employees want to achieve career success and this can only be brought about by engaging in meaningful work out of which they derive outcomes that will bring about not only material gains (extrinsic) but also psychological satisfaction (intrinsic). Employees in the state of Kedah, Malaysia want as much career success as any other employees in other parts of the world. Organizations need to understand the effect of career values and POS on career success and the relationship between career values, perceived organizational support and career success. The knowledge of such effect and relationship between these variables could broaden the scope of awareness for organization leaders of how best they can contribute to enhance the career success of their employees. It is imperative to add that effort needs

to come from both sides in order for employees and the organization to reap the benefits of mutual understanding of the how best career values and perceived organizational support can contribute to employees' career success and his organizational effectiveness.

1.2 Problem Statement

The concept of career success has been a topic of discuss for a very long time. Several researchers such as Arthur et al. (2005), Punnett et al. (2007), Hassan (2007) and Chen (2010 & 2011) have researched the role of personality traits, vocational choices, career decision on career success in an effort to find out what factors majorly influence career success. Significant efforts have been directed toward researching employees' career success in recent years (Belinda, 2007; Chen, 2010 & 2011) in the hope of helping organizations and their employees find ways of achieving success. The last two decades have seen a whole lot of researches conducted on employees or workers and their career success (Barnett & Bradley, 2007 and Chen 2010 & 2011), examining the impact of various variables like perceived organizational supports, human capital attributes and demographic factors on career success. There are sufficient proves to support the fact that career success can lead to organizational commitment (Aryees et al., 1994). However, very few researches (Chen, 2010 & 2011) have been conducted to explore the relationship between employees' career success, perceived organizational support and career values, both as independent variables.

Chen (2011) argues that if the three variables were combined (i.e. career values, perceived organizational support and career success), not only do employees benefit substantially as they stand to have successful career outcomes, but that organizations will also gain hugely from such combination, because there will be increased profitability (Choo et al., 2009) and employee commitment and satisfaction (Barnett and Bradley, 2007; Choo et al., 2009 & Chen, 2011.) The concept of career values is certainly not new by any means, but hardly had there been sufficient established link between career success and career values. In recent years the subject has started gaining attention (Choo et al., 2009 & Yunus, Shabudin, Abdul Rahim, & Hamzah, 2012) in the academic environment. In Malaysia, the concept of career success has equally been researched considerably (Choo, et al., 2009 & Yunus et al., 2012) over the last decade. Like the rest of the world, the need for employees' career success has become ever more important based on the reality of today's global economic situation.

The relationship between employees and their employers have taken the center stage in Malaysia in recent years (Hock-Eam Lim, 2008) as stakeholders continue to search for the best way to make the organization get the best out of their employees. The last 10 years has been particularly challenging for organizations seeing that they have struggled to keep their balance in the face of economic difficulties. Employees have been affected with young people being retrenched from work, some of whom have acquired degrees from various universities within and outside the country. Government records show that general unemployment stands at 3.1 (Ministry of Human Resources, 2011) whereas unemployment among graduates is considered to stand at slightly above 20,000

(Statistic Malaysia, 2011). Giving these challenges both on the part of employers and employees, it is difficult to see how people who have been retrenched can hold on to their career values and expect support from an organization they no longer work for.

Similarly, due to the economic challenges faced by organizations employees' career success has become something of a real challenge not only to the employees themselves but equally to the organization. This is due to the fact that employers believe that resources have become less available, therefore investment in programs that would ensure career success for their employees in the form of organizational support have become dwindled and the pursuit of employees' career values is seen as conflicting with the values of the organization. The fall out of this trend is less employee commitment and trust in the organization since employers tend to view employees' career values as competing rather than cooperating with the values of the organization. (Nazaria, Baharudin 2003) argued that when unemployment is high, well educated people change their aspirations and expectations and accept what is available. What this means is that unemployment or job loss has significant effect on employee values, so that over time due to the difficulties there are in the organization, values become changed if they cannot be realized within expected time.

Consequent upon the discussed instability existing in the work environment, it become imperative to conduct this study to see the relationship that exist between employees' career success, career values and their perceived organizational support. Barling (2001) argued that employee satisfaction which is a pointer to career success is

not just an issue for employees alone; it is also a major concern for the employer. In an era when life-long career is gradually but surely disappearing (Barling, 2001), and organizations are struggling to keep hold of their valued employees as a result of declining employee commitment to organization (Podsakoff et al., 2007). This has made it even more important to explore the influence of career values and perceived organizational support on individual career success in the Malaysian context, particularly in Kedah, one of the states which were severely affected by unemployment in the 1990s (Index Mundi, 2011).

According to Wei Sieng Lai (2011), employees sometimes have unrealistic expectation in terms of their jobs. That is, they set targets for themselves that they usually find difficult to achieve and upon discovering a different reality those targets change. There is no doubt that employees want to work in an organization where they can acquire material success, enjoy certain amount of power and authority over their work, and above all, be contented with their overall achievement. In fact, career success is a way for individuals to realize their potentials and need for achievement and power. If these can be regarded as what the individual wants to obtain from work, it can be rationalized that job need has greater influence on job satisfaction. However, in times of economic difficulties as the case is presently with global economy (and Malaysia not exempt) it becomes difficult for employees to realize these needs. What happens that employees make compromises that reflect the realities they found on the ground, leading them to redesign their career values and the amount of support they expect to receive from the

organization. There is a general sense of resignation in employees, appreciating the fact that they still have jobs even if those jobs do not really meet what they anticipated.

While the concept of career values and their structures are well studied in the west for more than four decades (Kalleberg, 1977; Jurgensen, 1978 and Chen, 2011), the idea has started gaining recognition in Asia and in particular, Malaysia. What makes up career values as far as employees in Kedah are concerned and like employees in other parts of the world, is any important career-fostering conditions, such as environment, type of work, work style, leadership and management styles (Judge & Bretz, 1992, Keller et al., 1989 and Sagie, 1994). These concepts create the opportunities for employees to pursue career value with some purpose in addition to helping organizations achieve success. In respect of this study, it is important to find out if employees believe that they have the type of conditions mentioned above to enable them achieve their career values.

Consequently, it is important to acknowledge the fact that an organization which are successful and highly effective, usually have teams working effectively together to achieve customer or client satisfaction while holding tightly to organization's strategic plan or common goals. Unfortunately, however, and all too often, there are people in some large organizations who may become a 'cog in the wheel' (or an obstacle) and somehow find themselves lost in the situation far removed from fulfillment of career values and job satisfaction in dealing with satisfied customers and working as a cohesive team. The implication of this is that such people may find themselves losing sight of the very same values for which they joined the organization in the first place. While they are

compelled to work toward the achievement of organization's strategic goals they end up not realizing their career values and derive no satisfaction from their work. Ultimately, career success becomes an elusive dream to those employees and may even end up being frustrated out of work. Similarly, there are employees who upon realizing that they are not able to achieve their career values may end up changing their career multiple times in a working life as a result of changes in values. Even at that point, when employees may have changed career repeatedly, they still need the organization to offer them support or at least recognize the need for their employees to pursue career success.

Perceived organizational support is seen as capable of playing an important role in career satisfaction. Employees in Kedah need to perceive that they have the support they need in the work environment especially in their relationships with colleagues, supervisors and other persons in the organization with positions of authority. In such environment employees tend to be happy with their work, increase their commitment and loyalty to the organization. On the other hand, when employees do not feel satisfied with the level of support they receive from the organization, their happiness is affected and that in turn affect their level of satisfaction with their jobs (Wann-Yih & Htaik, 2011). The same applies to employees' perception of career values. This study believes that employees' career values and perceived organizational support both play important roles on the satisfaction of workers. Individual values contribute significantly to career choices, in the sense that values are acquired through multidimensional sources like culture, family, individual personality and relationships. Those choices are believed to determine the level of success individual records in his or her career (Kuijpers et al.,

2006). However, this relationship between employees' career values, perceived organizational support and their career success has not been adequately explored in the organizations in Kedah which is prompting this research work.

The fact that organizations in Kedah where is study is focused are believed not to have been able to draw a parallel between employees' career values, perceived organizational support and their career success is an issue to deal with. This may have stem from the fact that the body of evidence proving the existence of relationships among these variables are not presently much. In addition, how best to reconcile their employees' career values, perceived organizational support in order to help them achieve career success, does still elude organization's leaders. In summary, career success and predictors like career values and perceived organizational support (POS) have not been adequately researched. It is this gap in research, especially in Malaysia and particularly, Kedah that this study hopes to expose and hopefully bridge.

Most of the previous studies regarding employees' career success have mainly concentrated on other predictors like employee commitment, or organizational citizenship behavior and they are generally focused on companies based in the western countries. Despite the general appeal the concept of career values, perceived organizational support and career success present to researchers, not much research have been conducted in Malaysia, let alone Kedah and most other developing countries. Against the background, this research effort is focused on career values, perceived organizational support and

career success while moving away from the numerous findings made on personality, abilities, and human capital which scholars have greatly explored.

In conclusion, in a time of economic globalization, where companies from all over the world compete in the same market and at a time of global economic recession when careers have become unstable, career success becomes elusive. Organizations in Kedah are struggling to maintain their stability and do not show enough interest in employees' career success. It becomes obvious that employees will face a lot of challenges to have career success on their own, not the least because employee commitment to organization is in question, or human capital development have been seriously affected. What is left to deal with is how best to sustain employees' career success, through exploring its relationship with employees' career values and their perceived organizational support. These are the issues for which purpose this study is undertaken. These are the reasons the study is aimed at examining the relationship between career values, perceived organizational support and career success.

1.3 Research Questions

In this study, the researcher intends to test the follow research question:

1. Do career values have relationships with career success?
2. Does perceived organizational support have relationship with career success?

1.4 Research Objectives:

The research will try to understand the role of career values and perceived organizational support in the career success of employees in organization. In addition, the research will also attempt to fulfill the following objectives:

1. To examine the relationship between career values and career success.
2. To determine the relationship between perceived organizational support and career success.

1.5. Scope of Study

This study focuses on employees' career success in organization. Although, this study is not aimed at any specific organization, it is hoped that the findings will benefit human resource policy makers of the organizations in Kedah, particularly in terms of understanding how best they as policy makers can contribute to ensure employees achieve career success. In return for such contribution, employees may increase their loyalty and commitment to the success of organization. In addition, the study will also find out the relationship between career values and career success and perceived organizational support and career success. Population samples were drawn from employees of two multinational companies and individual employees who are postgraduate students at UUM. The decision to take samples from individual-student employees was made based on the fact that the samples from the two multinational companies were not sufficient to be solely relied on for the study. Furthermore, the study

could not be focused on specific organization as a result of the challenges involved in collecting data from respondents of such specific organization. Respondents are with academic qualifications, who hold the minimum of supervisory roles in the companies they work with. The two multinational companies are located at Kulim, in the state of Kedah and the other respondents also work within the state of Kedah.

This study did not consider samples from the population of employees who may be temporary worker or who do not have academic qualification equivalent or higher than first degree, or hold position within or above supervisory role in the organizations in which they work. The decision to exclude the aforementioned samples is based on two reasons: One, they do not hold major decision-making position in the organization, as such they are not usually major decision makers. Two, their level of competency in English language may pose a real challenge in terms of appropriate responses to the questionnaire, and that would mean translating all the items in the questionnaire into the local language(s), to elicit the right response from such respondents, at a time when the research is constrained by limited time.

1.6. Significance of Study

The proposed study could be useful both theoretically and practically. On the theoretical perspective, this study hoped to contribute to the body of knowledge that exists in the study of career success. Scholars have written volumes on career success, however, not much has been done in the effort to study the combination of the three

variables. The combination of variables such as career values, perceived organizational support and career success should serve as a reference point for those researchers who would want to explore further in this area. Since not many studies have been conducted in Malaysia examining employees' career success through variables such as career values and perceived organizational support, this study could pave the way for other researcher to channel efforts toward this direction.

On the practical side, the study would hopefully, contribute significantly in guiding organization's policy makers in gaining better understanding of employees and how best they can formulate policies that would be of benefit to both the organization and its employees. In addition, it would be beneficial in guiding leaders to ascertain the real effect of career values and perceived organizational support on employees' career success. Similarly, the findings of this study would also guide the respective supervisors to improve on their leadership skills in order to enhance their management efforts and activities. This could be made possible through their better understanding of the need to allow employees to pursue their career values, while the organization provides them with the necessary support to ensure career satisfaction. Hopefully, the findings would help increase awareness on the part of organization's top management regarding issues that revolve around employees' career values, perceived organizational support and career success. Above all, it would serve as a guide in the process of formulating effective and efficient policies and strategies as well as increase the effectiveness of the implementation of employee management policies. In this regard, organization's policy makers will realize that they need to put the interests of their employees alongside those

of the organization and not concentrate entirely on making policies that would lead to the achievement of organizations objectives at the expense of employees' interests.

The findings of this study are expected to provide both individuals and organizations some understanding of the need to enhance the relationships between employees and organization. On the part of the employees, it is hoped that it will help individuals to understand the need not only to take responsibility for their career, but also understand that they stand to benefit from doing so. At the same time, they should also gain insight into the fact that their plans may not always work as they have expected and find that it may not be out of sort to change career when the need arises. On the part of organizations, the research may help companies understand that the knowledge of those elements that lead to career success could help them in their efforts to select and motivate employees. The essence of employee motivation for career success is not solely and uniquely for employees' career success, but also for the benefit of organization through helping employees realize their career values within the values of organization and create trust and loyalty of employees to the organization that would lead to increase in their productivity. The study of career values, perceived organizational support and career success is particularly useful, especially with the knowledge that those whose career is satisfied are more likely to remain with the organization, strive towards the organization's mission, goals and objectives while maintaining loyalty to the organization.

1.7 Definition of Terms

Career success: In this study, career success is defined as the result of a person's career experience. This definition encompasses the positive outcomes of work and the psychological satisfaction employees derive from the work they do. This study, focuses more on the intrinsic or subjective career success which fulfills the psychological aspects of employees' work outcomes.

Career values: are the general attitudes in relation to the meaning that an individual gives to the career role. Employees join organizations with a set of values they desire to achieve from work.

Perceived organizational support is employees' believes with regard to the extent to which the organization values their contributions and cares about their wellbeing as members of the organization.

1.7. Conclusion

This chapter provides a review of the purpose of the study with the focus on the problem statement, research questions and research objectives. It also briefly reflected on the relationship between career values, perceived organizational support and career success, setting the background for the next chapter with these variables will be adequately discussed. Chapter 2 is expected to review the literatures of career values, perceived organizational support, and career success.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter reviews previously conducted researches which have relevance to career values, perceived organizational supports and career success. Based on the review of literature a research frame work is developed and presented

2.2 Career Success

Career success is the result of a person's career experience (Arthur et al., 2005). In the traditional perspective, career success has been viewed objectively as upward career mobility or hierarchical promotions, higher salaries and prestige (Sullivan et al., 1998). Career is defined as a systematic expression of a person's work experiences over time (Arthur et al., 1989 & Arthur et al., 2005). Relevant to this definition is the idea of time instead of considering a view of work arrangement. In effect, career takes time to develop, however one must have participated in the same work arrangement for it to be considered a career. The definition also does not include any focus on where people work, in this case, specific organization or kind of work or what should be regarded as career success; because what is regarded as career success is dependent on the individual's satisfaction with his or her achievement and the contribution the individual has made to the organization where work activities take place; this is what the definition

contains. In addition, the definition also presents a view on an individual's upward movement within an organization (Arthur, 2007). In this instance, the movement is defined only on a broader possibility and such possibility can include horizontal mobility, downward mobility within specific organizational, occupational, industrial, or national context, or movement between any of these options, in addition to upward mobility already mentioned (Arthur et al., 2005).

Based on the definition of career referred to above, career success is perceived as a product of long term experiences that an employee has acquired in a job (Chen, 2011). That is, for an employee to be considered to have had career success the employee must have worked for a considerable period of time and has risen in whichever direction in the work and organization. Consequently, with the shift in career paradigms, career success can be viewed in two ways, namely: objective or extrinsic career success and subjective, intrinsic or psychological career success (Hall & Chandler, 2005; Ng et al., 2005; Heslin, 2005; Gunz and Heslin, 2005). Career success is no doubt an outcome of a person's career experiences. Therefore, career success may also be defined as the fulfillment of what a person desires with specific reference to work which is undertaken for a fairly long period of time (Arthur et al., 2005). This accommodates the definition of career provided above. It also accommodates two meanings of success suggested by the Oxford English Dictionary (1989), namely 'the attainment of an object according to one's desire,' and 'the prosperous achievement of something attempted.' The first meaning suggests a form of success that is personally (i.e., subjectively) desirable, while the second suggests a form of success- prosperity - that is likely to rely on (largely objective)

social comparisons. These alternative meanings suggest that, as with careers, there are two distinct ways of viewing career success – subjective career success and objective career success both of which jointly lead to satisfaction.

Given the importance of career success to individuals' perceptions of satisfaction with their work roles and the changing nature of careers (Baruch, 2004; Sullivan, 1999; Hall & Moss, 1998; and Arthur et al., 2005), the study of career success needs to take into account the role of career values and POS in helping individuals identify their career options and career decisions to fully understand the dynamics of the career advancement process. Since individual values have huge effect on how people perceive the work they and how happy they can be upon the realization of their career values, it becomes imperative for those involve in designing people's career to be aware of the roles career values play. Similarly, since POS is capable of facilitating the realization of career success understanding its roles is vital so as to know how best to provide organizational level supports to employees. In effect, career values and POS have both been proven to positively influence career satisfaction (Chen, 2011; Othman et al., 2012; Riggle et al. 2009). Based on this fact, the relationship between career success and the two variables, that is, career values and POS can only be clearly understood by the level of satisfaction employees derive from work, because satisfaction in ones work means the totality of how much employees personal values are fulfilled as a result of the work and it is made even more satisfying when the organization is seen as supportive by the employee.

Employee job satisfaction has been widely studied in the management literature (Spector, 1997). While it is a subjective variable that cannot be measured objectively, the levels of reported employee satisfaction have been consistently related to a variety of behaviors; less satisfied employees are more likely to be absent, to quit their jobs, to change careers (Hackett, 1998; Harrison & Martocchio, 1998; Scott & Taylor, 1985) and to engage in counterproductive work behaviors (Punnett et al., 2007). In addition, employee low satisfaction is associated with higher levels of stress, and attendant negative consequences (Punnett et al., 2007). This stems out of poorly designed job, lack of appreciation or unsatisfactory psychological outcome. Satisfaction therefore seemed to be an important variable to consider in the context of career success, because as has been shown by research (Chen, 2011) there is a positive relationship between employee job satisfaction and career success. In effect, employee satisfaction presupposes career success. On the bases that if employees are psychologically satisfied with their jobs they literally show that they have attained desired outcomes and that precisely is what career success is about.

Based on the preceding discussion, subjective career success is difficult to measure because the variable is dependent upon several individual-based measures like job satisfaction, self-awareness and adaptability, and learning (Hall & Chandler, 2005), whereas objective career success is observable, measurable and verifiable using such variables as pay, promotions and occupational status, generally considered as the hallmark of career success across a wide range of societies (Heslin, 2005; Hall & Chandler, 2005). On the other hand, subjective career success represents less concrete,

personal judgments of one's career based on criteria considered important to the individual, including factors like work-life balance, career enjoyment, career satisfaction and career fulfillment (McDonald & Hite, 2008). This subjective view indicates that career success is a construct that exists only in people's minds and has no boundaries based on the fact that as with individual differences, what satisfies one employee may not necessarily create similar satisfaction in another (Gattiker & Larwood, 1986, Arthur et al 2005; Hall & Chandler, 2005). Although these two components of career success might be expected to be positively but moderately associated, they do not necessarily agree with each other (Seibert et al., 1999, Punnett et al., 2007), because while objective career success is based on tangible material outcome, subjective career success on the other hand is entirely dependent upon intangible individual judgment (Heslin, 2005; Hall & Chndler, 2005, Punnett et al., 2007 and Chen, 2011).

Consequently, as commented by Heslin (2005), attaining high pay, status and regular promotions does not necessarily make people feel successful. This may be true because, as stated by Chen (2011), material elements of success are extrinsic and they have limitation to how much satisfaction they can create in the individuals, especially when individuals are not psychologically contented. In fact, Heslin (2005) emphasized that high pay and status bring more demands on time, energy and talents thus potentially causing alienation both at work and at home. The reality of this statement is that for employees to achieve career success, a lot of sacrifices would have been made. Career success demand time and energy and the more time and energy dedicated to achieving success the more sufferings relationships endure. Hall and Chandler (2005) further

suggest that task success may even lead to psychological failure and depression. Their view is supported by Punnett et al. (2007) that unless employees are satisfied with both subjective and objective career, there is a possibility for job dissatisfaction. In effect, both objective and subjective career complement each other and not either one or the other (Hall & Chandler, 2005; Ballout, 2007).

Heslin (2005) also suggested that beside objective and subjective measures, individuals use self and other referent criteria in assessing their career success. By self the author here refers to a person's evaluation of personal achievement in relation to the expectations and targets that such a person has laid down. In a qualitative study conducted by Hannequin (2007) to examine the career success of blue-collar workers, her findings revealed that blue-collar workers viewed career success as material success, psychological career success and social career success. In her study, the workers viewed material career success as monetary rewards, fringe benefits and hierarchical position, while psychological career success was defined as career satisfaction, job success, interpersonal success and life balance. Lastly, social career success was viewed as status, recognition and reputation.

Based on the preceding discussion, career success is defined in this study as the subjective and objective career satisfaction that an employee derives from work over a considerable period of time. The pursuit of career success could be life-long. It demands determination, consistency and the passion to succeed. In addition, career success is not an abstract term. It is used to measure how successful an individual has been in a work

that has been performed over a period of term. Career success generates extrinsic (i.e. material gain) and intrinsic (i.e. psychological) benefits for ones efforts. However, career success is a concept which has a wide arrays of dimensions through which it could be measured. For this reason this study will concentrate more on the psychological or intrinsic elements of career success while references will be made consistently to the extrinsic (or material) factor of career success as both are important for employees' work satisfaction.

Consequently, in view of the fact that career success has such broad range of variables through which it can be measured, it becomes imperative to examine the assumption that career values and POS may play significant roles in determining career success of employees. If one considers the fact that employees have values, whether they are disclosed or concealed while they work in organizations, there is a chance that they would want to realize those values within their work experience. If that is true, it will not be wrong for the organization to give the support that they need in order to help them to succeed in achieving organizational goals and the goal they have set for themselves. Should this happen, career success would be a reality not just on the part of the employees but also on the direction of the organization.

2.3 Career Values

The concept of career values, used interchangeably in this study with work values, as they are interrelated, has been a subject of academic exercise in Western countries

since the 1970s (Chen, 2010). A lot of researchers, in the past 40 years, have sought to understand the impact of career values on employee attitudes and behaviors owing to the increasing need to understand the relationship between individuals' personal values and their career values (Chen, 2010). That is, the desire to understand the ways in which individuals' value choices affected their choices of work later in life (Mottaz, 1986; Shapira & Griffith, 1990; Chang, Choi & Kim, 2008; Choo, et al., 2009). To give a pertinent definition of the concept of career values, it is important to take a look at the meaning of values. One of the most prominent and influential writers on values and value systems is Rokeach (1973) who defines value, a relatively stable construct as "an enduring belief".

At the heart of the above definition of values is the fact that values and value systems are thought of in relative terms; values in terms of preferences for behaviors or end-states relative to their converses and value systems in terms of the relative importance of any given value and the way such values are important to other values in the system (Furnham et al., 2009). If values are considered in this light, it is imperative to examine the ways life values are related to career values. Many scholars have argued that there is no much clear relationship between life values and career values (Choo et al., 2009). Some scholars argue that values cannot be equated with needs, because career values signify what the individual desired to get from work, whereas needs are broad and sometimes cannot be reached (Chen, 2010; Othman et al., 2012). Career values, therefore, are seen as the importance individuals give to the result they get from work context (Choo et al., 2009). In a research conducted by Furnham, Petrides, Tsaousis,

Pappas & Garrod, (2005) to examine the relationship between personality traits and work values, they discovered that work values have been measured by different researchers with various items based on the fact that values are so broad that there is a disagreement among scholars as to how they should be perceived.

Similarly, several studies have also examined career values, rewards, and their relationships with other work-related organizational behaviors, such as work commitment and job satisfaction (Kalleberg, 1977; Kanchier & Wally, 1989; Loscocco, 1989; Mottaz, 1986; Loscocco, 1989; Pinfield, 1984; Walker et al., 1982; Wong & Chung, 2003; Wood et al., 2000) and organizational citizenship behavior (Feather & Rauter, 2004; Ryan, 2002). The inconclusive outcome from the various postulations is that values are broad and they make up an individual's total life experiences including those experiences acquired from family, environmental and cultural influences, which in turn affect individual's choices of work preferences.

On the other hand, as shown by evidence from other researches (Ueda & Ohzono, 2011), career values have mild but consistent impact on work life (Hofstede & Bond, 1984). Values are created in most types of social relationships, and the workplace is one of the major social environments in which values are created, shared and developed. Roe and Ester (1999) provided a detailed review of the literature regarding values and work to establish a difference between general values, or general life values, and values regarding specific life domains; in this case career values. While this distinction appears to be universally accepted, there are some debates over the relations between career values and

life values. Indeed, as some argue that career values represent a subset of the general values (Terrell & Troilo, 2010), others argue that “taking a more holistic view integrating work and non-work values, may be more productive” (Elizur & Sagie, 1999) by stressing the structural similarity between career values and general values (Lyons et al., 2009). What this means is that there should be not hard distinctions made between career values and general life values since career values may just be a sub-set of the totality of a person’s life values. If some relationship could be drawn between them, it may narrow the different opinions that currently exist in the value paradigm and it will broaden the scope covered by the concept of career values and make the concept easy to synthesize.

Notably, one aspect of values that is not contentious is the individuals’ personal values which influence their attitudes and behavior. These form “the basis of their self-evaluation and their evaluation of others, and they play a major role in the establishment of personal goals” (Brown, 2002, p. 80). There is no doubt that personal values dictate people’s decision to choose specific work experiences at the expense of others while working in organization. Ultimately, individuals’ personal values influence their decision in selecting work-related outcomes. Based on the same notion, Brown (2002, p.80) further stated that “work values have been identified as critical variables in the career development process” (Fouad, 1995; Super & Sverko, 1995, p. 80). This may be so, because career values dictate individual career choices, that is, people’s values play a major role in the type of work that interest them. This means that career values constitute the underlying preferences and beliefs that should be satisfied in people’s career choices (Mok et al., 1998; White, 2005) and therefore, career values affect job behavior (Sagie et

al., 1996). According to Chang et al. (2008) and Chatman's (1991) research found that career values profile of newly hired accountants remain considerably stable within the period of their socialization in the organization. As time passed and these stable values are unsatisfactorily fulfilled, they gradually bring about negative responses on the part of the employees in the form of less satisfaction and commitment and increased withdrawal intention. This shows that career values are not permanent; they are subject to change as individual life values change (Vigoda-Gadot & Grimland, 2008). The implication is that as those initial values are unfulfilled, the employee slowly becomes demotivated and starts considering a need to set new values within the existing opportunities. This is an important indicator of how quickly values can change. Employees need to be flexible in order to be able to make a change to their career values when the need arose.

Based on the preceding notion, it is evident that there has been series of discussions on personal values in literature (Rokeach, 1973; Hofstede, 1980; Schwartz, 1994). Hence, Rokeach (1973) defined values as "an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposition or converse mode of conduct or end-state of existence." This definition could not have summed up the concept of values better. The implies that people create their values based on their individual perception of things that they consider as desirable to them and those things that enable them to exist harmoniously and interact with their immediate environment or society. A value system is "an enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance" so said (Rokeach, 1973). Again, personal values are subjective and

they are formed by individuals based on their orientation and experiences in life. Hofstede (1980) defines a person's personal values as "a broad tendency to prefer certain states of affairs over others." This is true, because since people do not have similar orientation and experiences in life, there are bound to be such elements of individual differences and preferences regarding such things to be considered important.

Coming from a similar perspective, Schwartz (1994) added that there are five features common to the conceptual definition of personal values: a value is a belief, pertaining desirable end states or modes of conduct, that transcends specific situations, guides selection or evaluation of behavior, people and events and is ordered by importance relative to other values to form a system of value priorities. Schwartz (1994) further defines value as desirable trans-situational goals, varying in importance, that serve as guiding principles in the life of a person or other social entity. The implication of this definition of values as goals is that: they serve the interests of some social entity; they can motivate action – giving it direction and emotional intensity; they function as standards for judging and justifying action; and they are acquired both through socialization to dominant group values and through the unique learning experience of individuals.

Based on the numerous discussions of personal values and work values, it can be deduced that career values in this context are employee's general attitude in relation to the meaning that he or she attributes to career roles, as a way of representing his or her career rewards. In other words, career values are subjective in the sense that individuals have the responsibility of deciding what he or she desires from work. What career

represents for a person is largely based on the value choices of the individual. On that note, what satisfies individual employee in the form of reward from the work performed differs from one individual to another. As individual personal life values differ, so do their career values and ultimately each individual derive satisfaction from the fulfillment of his or her career values. One thing that is certain is that people's career values are not the same. Certain career value fulfill may bring career satisfaction to certain individual but the same outcome may not satisfy another. That, in effect simply supports the fact that career values differ from one person to another. As scholars continue to debate the extent of interrelationship between career values and general life values, what is obvious is the fact that values are of different dimensions.

Thus, the social elements of values combined with individual life values are correlated with demographics like age, education, seniority (Cherrington et al., 1979), gender (Lynn, 1993; Tait et al., 1989), and other aspects like need for achievement (Judge & Bretz, 1992; Keller et al., 1989; Sagie, 1994), motivation (Feather, 1982), and performance (Shapira & Griffith, 1990) shape the career values of employees (Choo et al., 2009). Therefore, values generally are linked with career values, so that the study of career values will generally be associated with individual life values. On that accord, career values are likely to play significant role in shaping the career success of employees.

2.4 Perceived Organizational Support (POS)

Perceived organizational support has been a subject of real interest to researchers since the 1980s, especially in the area of psychology and management (Aube et al., 2007). The publication by Rhoades and Eisenberger (2002) on meta-analysis of the antecedents and consequences of POS based on 70 empirical papers opened the flood-gate of research interests on the subject. After the publication of the meta-analysis, Eisenberger et al (2004) estimated that not less than 50 additional papers have been published on the subject. Researchers (Aube et al., 2007; Chen, 2010) have suggested that the increased interest in POS may have been due to the need for economic restructuring and organizations' downsizing led by countries in North America and Western Europe. POS is considered as a construct of social exchange theory (Suazo and Turnley, 2009) developed by Eisenberger et al. (1986) to describe employees' view of the level of organizations' commitment to employees in terms of welfare and general treatment within the organization (Aube et al., 2007; Suazo & Turnley, 2009).

In addition, past studies (Aube et al., 2009; Chen 2010 & 2011) support the fact that perceptions of organizational support was related to job performance, job satisfaction, career success, affective commitment and job induced tension (Hochwarter et al.,2003). Such notion may be true, because employees' perception of organizational support creates the feeling of acceptance and belongingness, so that there is motivation to want to work consistently for the achievement of organizational goals. Several studies, including those by Chen (2010) Aube et al. (2009) and Suazo and Turnley (2007), reported

employees' perception of being valued and cared for by the organization and organizational commitment to be strongly related. The research conducted by Chen and Fang (2008) discovered that when employees perceive organizational support to be low, those who are involved in high levels of “job-focused, impression management tactics” stand better chance of good ratings than those who depend on “low-level tactics”. They came to a conclusion that it is possible to use social exchange views to explain the common effect of commitment between the employee and organization. Similarly, (Riggle et al. 2009) conducted another meta-analysis to examine the impact of perceived organizational support on four employee outcomes: organizational commitment, job satisfaction, performance, and intention to leave. This was done through a main-effect meta-analysis of studies to address these relationships over the last twenty years. Their findings revealed that career success has a strong relationship with POS.

On the basis of the outcome of the aforementioned studies, this research hopes to propose that POS has a strong link with employees' career success since their POS has positive influence on their career success as pointed out by (Chen, 2011; Riggle et al. 2009). It is worth noting that previous studies (Suazo & Turnley, 2009; Chen, 2011; Karatepe, 2011) have suggested that organizational-level factors needs to be considered when investigating the antecedents and correlates of career success. Their decision is based on the fact that employees use organizational level support to determine the generosity or the lack of it, of the organization's policies, norms, procedures, and actions and how they affect them as employees. This is due to the fact that employees usually enter the organization with the perspective that they want to achieve career success

(Chen, 2010 & 2011). If the organization failed to provide the expected and they are unable to achieve success as anticipated, they become cynical about what the intentions of the organization are. That is, the question whether the organization takes interest in their pursuit of success or they only care about the achievement of organization's related goals. Consequently when such doubts set in and the likelihood to achieve career success is limited.

Paramount to the situation discussed above is the meaning of the concept perceived organizational support in relation to this study. Perceived organizational support refers to employees' beliefs concerning the extent to which the organization values their contribution and cares about their well-being (Eisenberger et al., 1986). According to Suazo and Turnley (2009) in the research on POS, employees form global beliefs regarding the value that the organization places on their well-being and contributions. Chen (2011), quoted another research by Chen and Fang (2008) that employees who believe that they are well cared for are likely to increase their dedication to the organization and that in turn helps to increase the likelihood of satisfaction with their jobs and employers. The instant employees are contented with the treatment and care they receive from the organization, their commitment and loyalty increase and the immediate implication is increased productivity which further translates to profitability for the organization. In the long run, that leads to career success.

Employees' perceived organizational support is basically influenced by different aspects of the organization's treatment which consequently impact on employees'

interpretation of the motives underlying their treatment by the organization (Eisenberger et. al., 1986). For instance, creating opportunities for employees to embark on self-development programs with some support from the organization create the impression of being needed and valued in employees. If the reverse is the case, where employees do not have access to career development programs, it will also create a negative feeling in the employees toward the organization. In this case, employees would react to situations based on their interpretation of the actions of the organization. Therefore, if employees see the actions of the organization as positive, their performance is likely to be positively influenced (Aube et al., 2007). Hence, support is expected to come from the organization as an entity. Rhoades and Eisenberger (2002) argued that there is a need for organization's leaders to seriously take a step to address organizational-supported policies and programs in order to preserve employees' perceived organizational support. This is crucial, because employees with high POS tend to have better levels of commitment and attachment to their organizations than those with low POS (Suazo & Turnley, 2009). No doubt that employee commitment is important to the organization's sustainability; but commitment will not stem from mistrust, lack of enthusiasm and dedication to the attainment of organizational goals which leads to career success. So long as high POS influences commitment and attachment more than low POS, employers must find ways to increase employees POS, because ultimately, it contributes positively to career success.

Furthermore, Suazo and Turnley (2009) also discovered that when employees with high POS are compared with those with low POS, the former have stronger beliefs

that more efforts will bring about greater rewards for them. High POS creates the sense of value and worth by the organization in employees, so that they believe that there is a strong notion on the side of the employees that hard work would always bring about greater reward. Given these findings, it is important for organizations to realize that the support provided would extend beyond the limitations of work environment to include general adjustment, interaction adjustment (Kraimer et al., 2001) and employee commitment to the organization (Aube', Rousseau & Morin, 2007; Gupta, Vohra & Bhatnagar, 2010). The idea is based on the fact that employees' adjustments do not only depend on adjustment to work environment but also adjustment to organizational culture which form the foundation for career satisfaction (Chen, 2011). New employees are usually not familiar with the environment and the culture of the organization. How long they take to adjust to the new environment and culture depends largely on the kind of treatment they receive from the organization. The acceptance received by employees from their supervisors and other members of the organization is important to their general adjustment needs.

Similarly, POS has been found to be positively related to high quality supervisor-subordinate relationships (Wayne et al., 2002) and POS "appears to be an important source of esteem, affiliation, emotional support, and approval in the workplace" (Armeli et al., 1998, p. 293). These outcomes lead to greater employee satisfaction and career success (Dulac et al., 2008 & Tekleab et al., 2005). In essence, the feeling of being valued by the organization stimulates a sense of pride, giving employees the willingness and the desire to want to be associated with the organization. In the same manner,

employees want to be recognized for their contributions. Organization's appreciation and value of employees' contributions can be shown by the amount of increase in the level of support they accord employees. Such recognition gives employees the feeling of security, worth and dignity and those feelings create satisfaction in employees and the subsequent career success.

Perceived organizational support has a positive effect on employee commitment (Rhoades and Eisenberger 2002). Employees feel wanted by the organization, so it is natural for them to want to reciprocate by being more committed with job satisfaction (Chen, 2011). Organizational commitment and job satisfaction result from the dedication and the willingness to do better by employees based on the notion that their efforts will be appreciated and rewarded by the organization. In view of these, it appears reasonable to claim that perceived organizational support is also related to career success, in the sense that when employees feel belonging to an organization they are able to bring out the best in them. Rhoades and Eisenberger (2002) found POS to be positively linked with opportunities for greater recognition, pay and promotion. Therefore, supervisors and other senior managers can significantly influence POS. The supervisor has a direct and regular contact with subordinates, so they are most acquainted with the needs of their subordinates. Supervisors who offer their support may do so through causing the individuals to willingly engage in activities that will help them develop (Chen, 2011) and such supports are vital for the performances of subordinates and their efforts for career success. In some organizations, for instance, supervisor's social support may be offered in the form of career guidance and information, learning opportunities and challenging

work assignments that promote career advancement (Greenhaus et al., 1990; Chen, 2011). In another instance, Dreher and Ash (1990) found that a well managed mentorship is related to both objective and subjective measures of career success. Kirchmeyer (1998) discovered that supervisor support significantly predicted senior managerial employees' perceived career success and Greenhaus *et al.* (1990) found that supervisor support has a significant relationship with employees' career satisfaction. The findings of these studies reveal that supervisors who give the needed support to their subordinates create conducive atmosphere for their employees to excel in their career development, leading to eventual career success.

Based on the various relationships that exist between POS and other variables as already established above, it becomes reasonable to deduce that perceived organizational support at work in the form of mentorship, training, caring benefit and supportive work relationships, has the potential to lead to greater career opportunities and enhanced career satisfaction. The notion is simple, mentoring strengthen the bond between the supervisor and the subordinate; training brings about improvement in employee performance; caring benefits are used by employees to deal with social, psychological and other similar issues and supportive work relationships create a feeling of acceptance in employees. All these put together will help the employee to achieve satisfaction and ultimately career success. Therefore, it is logical to propose that perceived organizational support at work would lead to greater career opportunities and enhanced career satisfaction. If perceived organizational support is capable of generating employee career satisfaction, it would be important that organizations devote time and effort to improve employees' perceived

organizational support. It is clear that not all organizations are capable of providing high level of support to its employees as a result of inadequate or lack of resources or in some case lack awareness of the usefulness of POS. However, even where support by the organization is lacking, the organization could take some other measures. For instance, the organization could look at the possibility of increasing work autonomy to compensate for the lack of direct support. Organizations could also reorder recruitment processes to ensure candidates with internal locus of control are selected because such employees would be more capable of maintaining high level of commitment to the organization (Aube' et. al. 2007). These alternative measures would replace the missing POS. In summary, POS can lead to employees' career success provided all the necessary supports such as discussed above are involved.

2.5 Career Values and Career Success

Career values has been a subject of discuss in the Western world for a long time (Kalleberg, 1977; Jurgensen, 1978; Chen, 2011), and in a fairly recent times attention has been shifted to studying the effect of career values on employee attitudes and behavior (Mottaz, 1986; Shapira & Griffith, 1990; Chen 2011). This may be as a result of the fact that values are personal and they influence employees' behavior and attitude given the notion that values are subject to change. Career values have been defined by Robinson and Betzfactor (2008) and adopted by Chen (2011) as four theoretically consistent underlying factors, as the following: Environment, Esteem, Excitement, and Safety.

Similarly, Kalleberg (1977) sees Career values as general attitude in reference to the meaning that an individual attributes to work role. That is, work values represent what the individual regards as significant job reward. Deducing from the foregoing definition of work values, career values can then be defined as general attitudes in relation to the meaning that an individual gives to their career role, which stand for the individual career about career's reward (Choo et al. 2009; Chen, 2011; Othman et al. 2012). In effect, what can be regarded as career values reflect what individuals do over a period of time, which reflect what they consider as their values in relations to work. The reward could be psychological or physical but the outcomes fulfilled the individual's perception of values.

A number of researches have been conducted on career values, reward and their relationships to other concepts that are work-related organizational behaviors like work commitment and job satisfaction (Kanchier & Wally, 1989; Woods et al., 2000; Wong et al., 2003; Chen, 2011). In one such study, Chen (2011) found that career values have a positive relationship with career satisfaction and he came to the conclusion that career values could predict career success, considering the fact that career values represent stable human attitudes. This means that if work values are carefully guided, they represent a reliable variable by which employees can achieve career success.

Career values focus on what the individual desires to achieve from work. Therefore, individuals' job needs have greater impact on their career satisfaction, so that when job needs are fulfilled, individuals' job satisfaction increase, whether they regard the reward as worthy, notwithstanding (Wong and Chung, 2003; and Chen, 2011). In line with

earlier observation, it seems that the fulfillment of career values can predict career success because what employees look for in work is how much the outcome of work reflect their career values. As it is rightly put, when employees believe that their career values are met, their career satisfaction increases; that in effect is synonymous to career success. It is important to mention that career values have an autonomous effect on career satisfaction. The effect may be weak and negative; in the sense that if an individual really values something, he or she may not be satisfied, because it is for him or her not so likely to receive a high satisfaction level (Chen 2011). What this means is that the value attached to something may not always reflect its true value and in addition, the mere fact that something has value does not guarantee that it will be satisfying. What it means is that a person's career values may not necessarily bring about career success, especially if those values do not determine work outcome; in which case the impact of career values may be lose.

A research conducted by Jurgensen (1978) in which he asked 37,000 job seekers in a public utility company to rank the significance of 10 factors that made a worthy or unworthy impact on their work. He found that the order for men is security, advancement, type of work, company, pay, co-workers, supervisor, benefits, hours, and working conditions for in that systematic order. Similarly, he also found that women consider type of work more important than any other factor, the order following this pattern: company, security, coworkers, advancement, supervisor, pay, working conditions, hours, and benefits formed the order of priority. Preferences given to others were significantly different from self-preferences, with men and woman believing pay to

be most important to others. That is to say that people are keen assume what other people's preferences are rather than their own personal preferences. From the pattern revealed by the study, it is clear that what represents value differs from one individual to another. Even more so is the difference of value preferences between men and women. Another outcome of the study is the realization that other people's values are not the same as ours and it shows how difficult it is for one to predict the values of others. Sometimes, what is considered to be of value to others may not always be; individuals will be in the best position to identify their values. In his study, the importance of a job represented career values. This may be so because, although, it may not be easy to identify other people's values, people generally would want their work to reflect their values and vise-versa.

What might reflect highly in one person's value preference list may appear low in another person's priority list. Individual's career values will generally depend on their personal value choices; therefore, the manner in which employees derived career satisfaction from their work values will be subject to how their career values are met by the work they are engaged in.

Super (1957) in a life-span theory of career development laid emphasis on the core concept of "role" (i.e., child, student, citizen, worker, and homemaker) and recognized the significance of career-related values in the development of an individual's role concepts. The role work plays in the life of an individual is determined by the extent to which the work appear to be significant to the individual. Career values are considered as

the predictor of career success and other attitudes to job. That is, career values are important in giving explanation to work behavior. Research supports the claim that there is a relationship between career values and career success and other ways that employees react to work (Chen 2011). For instance, Kalleberg (1977) discovered that career values had independent effects on career satisfaction. Similarly, Watson & Meiksins (1991) verified that what is contained in the work of engineers, which in effect refers to the level of challenge and the amount of reward they hope to derive from the work, forms the central predictor of their satisfaction. In the examples, expectation of the fulfillment of values or the actual fulfillment of it is a source of work related satisfaction.

Based on the mass of evidence showing a relationship between career values and career success, the existing findings need to be tested in a different environment to see what outcome is realized. On that basis, it is believed that the career literature is likely to benefit from testing Western theorized idea on career values and career success relationship outside the Western hemisphere, like the United States so as to have greater understanding of the role and effect of career values on career success. In the end, it may be the research finding that may impact on the relationship between employees and their employers regarding their cooperation to achieve individuals' career and organizational success.

One of the fundamental factors generating interest in career values is the thought that it is a more stable and reliable for measuring career success than organizational support and human capital, therefore, it is a more useful measure of an individual's response to

his career. Another reason is that career values appear to be more effective and reliable as a predictor of career success as demonstrated by Chen (2011). It will be interesting to see to what extent career values can predict career success when tested in Kedah.

2.6 Perceived Organizational Support and Career Success

Perceived organizational support (POS) refers to the extent to which employees believe that their organization supports them, recognizes their contributions and shows concern in matters that affect them (Eisenberger, 1990; Chen, 2010). The social exchange theory looks at POS as a manifestation of supportive behaviors (Eisenberger et al., 2002). In a research conducted by Riggle et al.(2009) they discovered that in discussing POS one has to look at perspectives that not only include job support, but also other facts that reflect life support and general feeling of wellbeing, which includes caring benefits and value fit. As a result of that Riggle et al. (2009) classified POS on four employee outcome variables which include: organizational commitment, job satisfaction, performance, and intention to leave. Furthermore, this was done based on some main-effect meta-analysis of studies that examined these relationships spanning a period of twenty years. They discovered that career satisfaction shows strong positive relationships with POS. The implication is that employee perception of organizational level support could create the feel of satisfaction with work, especially when the support contributes to employees' realization of desired work outcome.

Considering the positive effect of employee career success on POS (Rhoades & Eisenberger, 2002; Chen, 2010), it is appropriate to suggest that perceived organizational supports is related to career satisfaction from the same perspective. Rhoades and Eisenberger (2002) and Chen (2010) discovered that POS is positively related to opportunities for employees to achieve greater recognition, better pay and promotion. Within the work environment, POS may come either from the supervisor or other senior managers. Supervisors who give support to their subordinates affects the subordinate's willingness to engage in development activities (Noe, 1996, Caroline et al., 2007; Chen, 2011) that are crucial to the performances of the subordinates and their career success. The social supports provided by supervisors in some organizations, for instance, may be in the form of career guidance and information, learning opportunities and challenging work assignments that bring about career progress (Greenhaus et al., 1990; Chen, 2010; Diao & Park, 2011). In another instance, Dreher and Ash (1990) and Chen (2010) reported that mentoring is related to both objective and subjective measures of career success. Through mentoring employees are given the needed career advice that helps them succeed in the achievement of objective. On the other hand, the achievement of objectives, result in psychological satisfaction and reward from the organization for hard work. Kirchmeyer (1998) and Chen (2010) also discovered that supervisor support, to a significant level predicted managerial employee career success. Greenhaus et al. (1990) and Chen (2010) found supervisor support to be related to employees' career satisfaction to a significant degree. Whitley et al. (1991) and Chen (2010) observed that mentoring and socioeconomic origins play a crucial role in the career development of paid managers and professional graduates employed in different organizations. Other researches like

Turban and Dougherty, (1994), Wallace (2001) also found that mentoring and other social support play a significant role in career progress and perceived career success. Nabi (2001) suggested the need to categorize social support in domains: personal, peer, and network. He discovered that peer support greatly influenced men's subjective career success and on the other hand, personal support strongly affected women's subjective career satisfaction. All these attest to the fact that POS plays a major role in employees' career success.

However, it is noteworthy to mention that mentoring and other social support like peer and network group are not the only avenue through which the organization can provide support to employees. As mentioned earlier caring support and other efforts generated within the organization all form part of POS. Only when all these separate elements of care for employees by the organization do employees see the organization as genuinely supportive that can enhance career development. Barnett and Bradley (2007) in a separate research looked into the relationship existing between organizational support for career development and employees' career satisfaction. In their findings, the researchers proposed that career management behaviors such mentoring, coaching and training, would mediate between organizational supports for career development and career satisfaction, and between proactive personality and career satisfaction; basing their research on an extended model of social cognitive career theory and an integrative model of proactive behaviors. What this finding means is that POS has the potential to predict career success if the organization provide the necessary care and attention that generate the desire to remain committed and loyal to the organization

On this basis, it is meaningful that perceived social or organizational support at work manifested in the shape of mentoring, training, caring benefits and supportive relationships would end up in greater career chances and improve career satisfaction of employees. These social support elements are only meaningful when they are channeled into significant support for employees' career growth in organization. It goes without saying that an organization that wants commitment and loyalty from its employees would have to provide them with the necessary support that could lead to employee success. There has to be willing cooperation between employers and employees for both parties to succeed. The organization relies on employees' honest and competent discharge of their duties to ensure sustainability as much as employees depend on organization's support to effectively and efficiently achieve defined career goals. Therefore, this research submits that perceived organizational support will have impact on career satisfaction on the basis that perceived organizational support will predict career success.

2.6 Research Framework

The review of literature has led to the development of the following research framework in an attempt to answer the research questions and meet the research objectives. Career values and perceived organizational support are the independent variables and career success is the dependent variables. The purpose of this study is to examine the relationship between career values and perceived organizational support with career success. In addition, the research framework is to determine the factors effecting career career which can be addressed by management through the

formulation of the right and meaningful policies and strategies as well as improving employee management policies. The research framework is further explained by the illustration below.

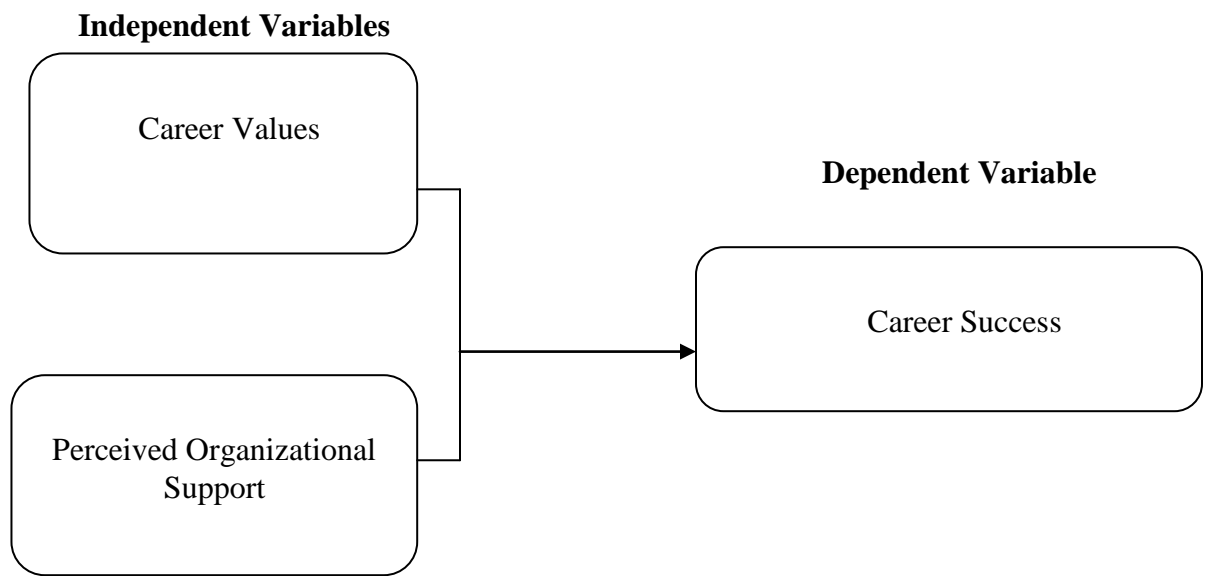


Figure 2.1: Research Framework

2.8 Conclusion

This chapter showed a review of literature which focused on career values, perceived organizational support and career success. It also reviewed literature based on the relationship of the independent variables and the dependent variables. The next chapter will show the methodology and procedure used in data collection and analysis.

CHAPTER 3

RESEARCH METHOD

3.1. Introduction

This chapter consists of the design and methods that were used in this research. It also consists of the discussion of the issues in the research, the population and sample design. Furthermore, a detailed discussion of the measurements and instruments intended for use is discussed, including the operational definition of the variables. Finally, the chapter also discusses the method used in data collection and data analysis.

3.2. Research Design

The purpose of the study is to determine the relationship between career values, perceived organizational support, and the career success of employees in organizations in Kedah, Malaysia. For the purpose of this study, a descriptive study is employed to facilitate the collection of important information concerning career values, perceived organizational support and career success among employees in the different organizations in the Kedah state (Sekaran, 2010; Pandiyan & Chandran, 2009). The descriptive study is expected to provide insight into the situation regarding the career values, perceived organizational support and career success of workers. A clear understanding of these variables may be significant in the overall success of the management of organizations, in terms of the development of programs, processes or procedures that affect workers in the organization.

In order to obtain the relevant data required and to determine the levels of the variables as well as to examine the relationship of the variables, quantitative method was used. The essence of adopting the quantitative method was to allow for the conduct of statistical analysis of the variables. With respect to the instrument used in the study, questionnaires were distributed among the subjects adopting measurements that were used in previous studies for all the variables. Participation was voluntary and the participants were given all the necessary information regarding the aim and purpose of the study. Information provided by the participants was treated with utmost confidentiality. Data collection was cross-sectional.

3.3 Population and Sample

Convenience sampling methods was used for data collection in two ways: first, employees of two multinational companies located in Kedah were contacted with the help of university colleagues. With the help of these contacts, 90 questionnaires were distributed among management staff of both companies. Second, the other participants were 30 colleagues at the postgraduate management program at the university (UUM), who were currently working in different organizations and holding supervisory or managerial positions. The total distributed questionnaires for this study are 120.

Unit of analysis were employees who held supervisory and managerial positions in their organizations. Participants were selected without paying attention to the nature of their

work as long as they hold managerial position in the organization. This means that employees who did not belong to this category of authority (that is, supervisory or managerial position) were not included in the survey.

3.4. Measurement

The survey was prepared to incorporate the three instruments used for this study. The questionnaire was divided into four sections. The first section of the questionnaire consists of demographic details that include information about age, gender, nationality, marital status, qualification and tenure of the respondents. The second section deals with instruments on career success, the third section contains instruments on perceived organizational support and the final section comprises of instruments on career values. Based on the fact that subjects have been predetermined to have good command of English as a result of their status and qualification, the questionnaire was conducted in its original English format without a need for a translated version.

3.4.1 Career Success

Career success was evaluated using an adopted model of the 8-item Survey of Career Satisfaction Questionnaire developed by Judge et al. (1999). Subjects are required to provide responses which best represent their satisfaction about their career, using a

five-point Likert scale from 1 denoting strongly dissatisfied to 5 denoting strongly satisfied. The operational definition and its items are exhibited in Table 3.1.

Table 3.1

Operational definition and items for career success

Variable	Operational definition	Items/measures
Career success	The attainment of progress, power and satisfaction from work related activities.	<ol style="list-style-type: none"> 1. I am satisfied with the income. 2. I am satisfied with the degree to which work involves my interests. 3. I am satisfied with the co-workers. 4. I am satisfied with the use of skills and abilities. 5. I am satisfied with the supervision. 6. I am satisfied with the ability to develop ideas regarding my job. 7. I am satisfied with the respect that others give my job. 8. I am satisfied with the job security.

Source: Judge et al. (1999)

3.4.2 Perceived Organizational Support

Perceived organizational support was measured using the 16-item Survey of Perceived Organizational Support by Rhoades and Eisenberger (1986) which is a revised version of the 36-item Survey of Perceived Organizational Support developed by Eisenberger, et al. (1986). Subjects are required to provide responses which best

represents their opinion about working in the organizations using a five-point Likert scale from 1 denoting strongly disagree to 5 denoting strongly agree. The operational definition and its items are shown in Table 3.2.

Table 3.2

Operational definition and items for perceived organizational support

Variable	Operational definition	Items/measures
Perceived organizational support	Employees' beliefs with regards to the extent to which the organization values their contributions and cares about their well-being. The term employee well-being is also used interchangeably.	<ol style="list-style-type: none"> 1. The organization values my contribution to its well-being. 2. If the organization could hire someone to replace me at a lower salary it would do so. 3. The organization fails to appreciate any extra effort from me. (R) 4. The organization strongly considers my goals and values. 5. The organization would ignore any complaint from me. (R) 6. The organization disregards my best interests when it makes decisions that affect me. (R) 7. Help is available from the organization when I have a problem. 8. The organization really cares about my well-being. 9. Even if I did the best job possible, the organization would fail to notice. (R) 10. The organization is willing to help me when I need a special favor. 11. The organization cares about my general satisfaction at work. 12. If given the opportunity, the organization would take advantage of me. (R)

Variable	Operational definition	Items/measures
		13. The organization shows very little concern for me. (R)
		14. The organization cares about my opinions.
		15. The organization takes pride in my accomplishments at work.
		16. The organization tries to make my job as interesting as possible.

Source: Rhoades & Eisenberger (2002)

3.4.3 Career Values

Career values were evaluated using the 15-item instrument of career values developed by Super (1957). Subjects are required to provide responses which best represent their satisfaction about their career values using a five-point Likert scale from 1 denoting strongly disagree to 5 denoting strongly agree. The operational definition and its items are exhibited in Table 3.3.

Table 3.3

Operational definition and items for career values

Variable	Operational definition	Items/measures
Career values	Career values are beliefs about the desirability of various features and are usually applied by referencing potential rewards	<ol style="list-style-type: none"> 1. My organization offers the opportunity to be trained on the job. 2. I receive adequate promotion in my organization. 3. I am proud of working in this organization. 4. My organization is well known around

Variable	Operational definition	Items/measures
	derive from working (e.g., pay, prestige, opportunities to learn).	<p>the world.</p> <ol style="list-style-type: none"> 5. My organization is highly rated among others. 6. I am enjoying a decent career in my organization. 7. I have enough challenge in my work in the organization. 8. I am offered the opportunity to train myself as a member of the organization. 9. I have recorded satisfactory achievement by working in this organization. 10. I have a stable job in the organization. 11. My organization offers me opportunities for professional development. 12. I receive good income from my work in this organization. 13. My organization encourages me to use my abilities in doing my work. 14. My supervisors relate with me justly and kindly. 15. I enjoy comfortable working environment in my organization.

Source: Super (1997)

3.5 Data collection

The researcher carried out a survey using primary data collection method – questionnaire, distributed among employees of multinational companies and student colleagues working in other companies. Two methods of distribution were used: one, distributions were made among the respondents working in the two multinational companies through colleagues who were also workers, and two, questionnaire were distributed and collected directly among students working in different companies in

Kedah. Employees of other companies who were postgraduate students were directly given the questionnaire by the researcher. It took two weeks to get feedback from the respondents. In many instances the respondents were said to have travelled or were very busy and could not respond to the questionnaire earlier. Data collection technique was cross-sectional.

A total of 120 questionnaires were distributed and 79 copies were received from the respondents. The questionnaire received were usable for further analysis. This figure represented 52.66% response rate.

3.6 Data analysis

Statistical analysis of the data was conducted using Statistical Package for the Social Sciences (SPSS) tool, version 19. Items were reversed before carrying out further analysis and the revised items are exhibited table 3.4.

Table 3.4

Items reversed for statistical analysis

Variable	Item code	Items/measures
Perceived Organizational Support	POS3	1. The organization fails to appreciate any extra effort from me.
	POS5	2. The organization would ignore any complaint from me.
	POS6	3. The organization disregards my best interests when it makes decisions that affect me.

Variable	Item code	Items/measures
	POS9	4. Even if I did the best job possible, the organization would fail to notice.
	POS12	5. If given the opportunity, the organization would take advantage of me.
	POS13	6. The organization shows very little concern for me.

A reliability analysis was conducted on all three variables. Sekaran (2010) stated that an acceptable Cronbach Alpha value is 0.60 and above. Consequently, items with a Cronbach Alpha value of less than 0.60 are to be eliminated from further analysis. Measurements of Career success reported a Cronbach's Alpha value of 0.87, while Perceived Organizational Support showed a Cronbach's Alpha Value of 0.84. Career Values showed a Cronbach Alpha value of 0.86. Therefore, the implication of the results of Cronbach's Alpha on all the measurements above showed that they were all highly reliable. The reliability results are indicated in Table 3.5.

Table 3.5

Reliability Results

Variable	Number of Items	Cronbach's Alpha
Career Success	08	0.87
Perceived Organizational Support	16	0.84
Career Values	15	0.86

Then the frequency analysis was carried out to analyze the demographic data, especially on gender, qualification, tenure and age. The mean and standard deviation values from the descriptive analysis were used to determine the significance of career values and perceived organizational support on career success. Correlation Analysis was used to determine the relationship of career values, perceived organizational support and career success.

3.7 Conclusion

This chapter discussed the methodology used in this study which includes the design of the study, units of analysis, sampling design, measurements and instruments, Data collection and analysis. The next chapter will reveal the findings of the study.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter offers a presentation of the findings of this study. The data received from respondents were analyzed using numerous statistical analyses. First, the demographic details of the respondents were analyzed using frequency analysis, paying a particular attention to gender, age, marital status, tenure and qualification. Regression analysis was used to determine the significance of career values, perceived organizational support on career success of workers. Furthermore, Regression Analysis was also used to examine the relationship of career values and perceived organizational support with career success.

4.2 Profile of Respondents

A frequency analysis was conducted to analyze the demographic details of the respondents. It was revealed that from a total of 79 respondents, 37 (46.8%) were male and 42 (53.2%) were female. As for age, 49 (62.0%) respondents were aged from 30 – 40 years old, 24 (30.4%) aged from 41 to 50 years old, while the remaining 6 (7.6%) were between 51 to 60 years old. Respondents marital statuses were represented thus: single, with the total of 27 represent (34.2%) of the respondents, married 49 represent (62.0%) of the respondents and divorced, 3 represent (3.8%) of respondents. Respondents with work

tenures of less than 3 years were 12 (15.2%) of the respondents; those who have served 4 – 6 years in their organizations were 20 (25.3%) respectively; while respondents who have been working for 7 – 9 years were 26 (32.9%) and finally, respondents who have been with their organization for 10 years or more were 21 and they represent 26.6% of the sampled population. With reference to the academic qualifications of respondents the distribution is shown thus: Respondents with diploma certificates, 8 (10.1%); respondents holding degree certificate, 39 (49.4%); whereas respondents with Master’s degree were 32 (40.5%) of the total population sample. In order to show the frequency of the output of the demographic data analysis, the profile of respondents is illustrated in Table 4.1.

Table 4.1
Respondents’ Demographic Profile

Demographic		Frequency	Percentage
Characteristic			(%)
Gender	Male	37	46.8
	Female	42	53.2
Age	30 – 40 years old	49	62.0
	41 – 50 years old	24	30.4
	51 – 60 years old	6	7.6
Marital Status	Single	27	34.2
	Married	49	62.0
	Divorced	3	3.8

Demographic		Frequency	Percentage
Characteristic			(%)
Job Tenure	≤ 3 years	12	15.2
	4 – 6 years	20	25.3
	7 – 9 years	26	36.9
	≥ 10 years	21	26.6
Academic Qualification	Diploma	8	10.1
	Degree	39	49.4
	Master's	32	40.5

.4.3 Descriptive Statistics

The study used 5-point Likert scale measurement for all the variables. The results from the descriptive statistics showed that the mean for all the variables are high. Career success reports a mean value of 3.66, while career values report a mean value at 3.80 and perceived organizational support reports a mean value at 3.74 respectively. Career success showed a standard deviation of 0.64. This means that the response for career success is normally distributed, while career values reported a standard deviation of 0.43, and implication the response for career values is also normally distributed. Similarly, perceived organizational support reported a standard deviation of 0.40 and the report means that the response for perceived organizational support is like the other variables, normally distributed. Furthermore, the results of the descriptive statistics are depicted in Table 4.2.

Table 4.2
Descriptive statistics of the variables

	Mean	Std. Deviation
POS	3.7468	.40865
CV	3.8076	.43572
CS	3.6630	.64031

4.4 Pearson Correlation Analysis of Variables

According to Sekaran (2010), Pearson Correlation is capable of providing information on how one variable is related to another by indicating the direction and strength of the relationship of the variables. The results of the Pearson Correlation Analysis showed that career values and career success is highly correlated at $r = 0.55$ ($p \leq 0.00$) and perceived organizational support and career success, are also highly correlated at $r = 0.66$ ($p \leq 0.00$). The result is reflected in table 4.3.

Table 4.3
Correlations results of the variables

	POS	CV	CS
POS	1		
CV	.667**	1	
CS	.590**	.558**	1

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

4.5 Multiple Regression Analysis

The multiple regression analysis was carried out to ascertain if there is a significant relationship between the independent variables and the dependent variable. First a regression analysis is conducted to determine the relationship between the dependent variable (career success) and the two independent variables (career values and perceived organizational support) and the result is shown in table 4.4.

Table 4.4

Regression Analysis of Independent Variables on Career Success

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-0.298	.563		-0.529	.598
Career Values	.436	.176	.297	2.484	.015
Perceived Organizational Support	.614	.187	.392	3.277	.002

$r^2 = 0.397$ $F = 24.982$ $R = 0.630$ $p \leq 0.05$

The results reveal that with a standardized beta value of 0.392, perceived organizational support is more significant in influencing career success than career values with beta value at 0.297. The model summary revealed that the model's strength is merely $r^2=0.397$, which translates to only 39.7% of the variance in career success had been explained by both perceived organizational support and career values.

4.6 Conclusion

The chapter revealed the results of the analysis conducted on the data. The analyses were conducted using descriptive statistics, correlation, and regression analysis. The results revealed the levels of career values, perceived organizational support and career success of employees in the organizations. In addition, the results revealed the relationships that exist among the variables as well as the significance. The next chapter shows further discussion on the study.

CHAPTER 5

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

In this chapter the findings of the study resulting from the analysis performed on the data gathered is discussed. The discussion will be done based on the objectives laid down in the first chapter of this study. The findings are also expected to provide useful insight into all the objectives set to be achieved

5.2 Discussion

The study set out to seek an understanding of the role of career values and perceived organizational support in the career success of workers in organizations in Kedah. On that basis the study attempted to fulfill the following objectives:

- i. To examine the relationship between career values and career success;
- ii. To identify the relationship between perceived organizational support and career success;

5.2.1 The relationship between career values and career success

This study examined the relationship between career values and career success of employees. On that basis the relationship between career values and career success was determined by looking at the value of the mean of career values in relation to career success. With a mean of 3.8076 (refer to Table 4.2) it was therefore determined that the effect of career values on career success is moderate among employees. The result revealed that employees' career values play a significant but moderate role in determining employees' career success. Considering the fact that the regression result shows a moderate relationship between career values and career success (refer to table career values do not so much have influence on career success and what that means is that employees are likely to have moderate level of career success from the perspective of career values.

There are a number of factors that could be responsible for the moderate level of relationship between employees' career values and career success. First among these factors is employees' self-achievement. Employees with high personal drive for self-achievement generally record higher career success than their counterparts who have low personal motivation for self-achievement (Chen, 2011). In this case it is relationship between career values and career success is moderate and it reflects the level of career values among the employees. What it reveals is that, while career values are significant to employees, they do not really determine their career success. Furthermore, the finding does not mean that employees do not have personal drive or motivation which is believed

to come from individual's personal values. What this reflects is that employees may not have built the right career values considering the fact that career values are employees' formations of what they consider as desirable concerning career are founded in their work structure and the type of social institution they choose to belong and accepted in. In this case, employees' desirables may not have been well established in the ways work is structure for them by the organization.

The result of this finding also revealed that employees' career values and their personal values are not well integrated with the values of organizations, as such employees' satisfaction cannot be realized effectively with career values. In order to achieve career success there has to be a genuine employee satisfaction not only with work but also with the organization and the people who lead it over the degree of understanding they show regarding his career value needs. In that way, employees can bring out the best in them and feel contentment with their work knowing that they are able to achieve they career values with the structure of work activities they participate in. When employees are happy due to their satisfaction with the degree of achievement of career values, the influence of career values on employees' career success would also be high. However, in the case of this finding, one can rationalize that these employees' career values may not have been truly achieved. Chen (2011) stated that as a result of the change in the contemporary work environment, there is a need for cooperation between employer and employees in order for employees to achieve career success. Such cooperation is even more imperative to these employees in Kedah when one considers the

fact that organizational success has become something of a rarity over the last decade as a result of global economic challenges.

Another fact evident in the findings is the degree of availability of elements such as personal development opportunities, availability of career choice options, employee-supervisor relationship and employee independent work environment. Although career values is significant in its relationship with career success, the aforementioned career values-related elements may as good as they could be for employees to genuinely express their career values. The availability of these career values related environment spur-on employee towards work for the realization of organizational objectives and personal ambitions in the form of career values. This study revealed that employees may not have had a completely suitable work design, personal development opportunities, option for career choice and favorable policies so as to feel motivated enough to pursuit their work values. However, it is also not an indication that the organization is not conducive for employees to realize their career values. What it shows is that career values have not truly played the role it is known to be capable of playing in achieving career success.

5.2.2 The relationship between perceived organizational support and employees' career success

The relationship between perceived organizational support and career success was determined by looking at the result of the regression analysis done on the variables. The result shows that POS is significant but moderate with a beta value of 0.392 (refer to

table 4.4). The result shows that perceived organizational support has higher significance in its relationship with career success than career values. Organizations could take advantage this moderately high POS to increase employees' positive perceptions of the role of organization in the achievement of career success. That would lead to higher employee commitment.

To some extent, employees believe that their organization values their contributions to its success. Based on that, they show greater loyalty and commitment to the organization. However, the organization could achieve more from employees if they have even high POS. Organizations in Kedah must realize that loyalty and commitment comes from the feeling of belonging to the organization on the part of the employees. If POS is high among employees suitable atmosphere for the pursuit of career success is created and such kind of atmosphere add to the organization's positive image among workers. As mentioned in the literature, POS reflects the extent to which employees believe that whatever they contribute to the organization is considered as worthy. There is evidence to suggest that POS leads to increased morale, development of a sense of belonging and the feeling of pride among employees toward their organization.

In a globalized world of work where employee commitment and loyalty have become severely challenged by the changing pattern of employment (i.e. a shift from permanent employment to contract-based employment), the necessity for POS enhanced by employers' appreciation of employees' contribution and a commitment to building the right relationship with employees are a necessity for both the success of the organization

and the career success of employees. From the findings of this study, it is necessary for organizations to pursue policies that will help to build a relationship of value enhancement and trust in the quality of work performance of employees in order to contribute to employees' career success. Such relationship will be mutually beneficial to both employers and employees.

In addition, the findings of this study also show that employees are receiving support from their organizations and that support helped their career advancement to some extent. It is known that employees who receive more support from their organization will have better opportunities for career advancement than those who do not (Suazo and Turnley, 2009). For that reason, as this study has shown organizations need to support employees as much as they can in order to foster their career advancement. The benefit of employees career success does not end with employees alone, the organization also benefit substantially through employees productivity, commitment and loyalty to the organization. What is evident is that while the organizations have given employees some support, they have to do more in order to also benefit more from their employees. Furthermore, organizational level support increases employee self-confidence and believe in their ability to realize organizational and personal goals. In this regard, employees are more embolden to pursue meaningful, achievable and career-advancing goals within the organization knowing that they have the support of the organization. In summary, the findings of this study confirmed that employees who believe their organizations support them in their pursuit of career success are more likely to have that sense of obligation to

be with the organization, therefore, they would try to reciprocate the perceived favor they receive from the organization with increased commitment and loyalty.

Another reason that could be attributed to the moderately high POS is employees believe that their organizations care about their well-being. The well-being of employees goes beyond the organization and its environment. Employees generally want to work in an organization that cares about their existence outside the organization by providing support when needed. Employees, who believe that they have caring benefits from their organization have greater job satisfaction, hence career success than those who are less satisfied with the level of care they receive from the organization for their personal well-being. From the findings, it is obvious that employees want their employers to lend them support (whether in the form of moral, social, psychological and sociological support) even when the needs are not directly connected to the organization. For example, employees will appreciate it when the organization is able to offer counseling services or pay for them when they have personal psychological or domestic problems. Such support will not only benefit the employee, rather it will also benefit the organization, in the sense that when an employee is personally affected by psychological, social problems, they affect the employee's productivity. If the employee is able to get help from the organization towards resolving the problem his or her stability manifest in his or her performances which will likely increase and that will be to the benefit of the organization as well. As much as this study discovered that employees believe that their employers give them support, they need to increase the amount of personal support they give employees for the purpose of achieving the benefits mentioned above.

The fourth reason that may be accountable for the significant but moderately high perceived organizational support is the job satisfaction of employees. Employees do not appear to be completely satisfied with their job in the organizations they work in. As stated in the literature, when employees are satisfied with their job, the likelihood for career success becomes high. Career satisfaction comes from the type and the measure of POS employees believe they receive from their organization, irrespective of wherever it came from, whether from the supervisor or other leaders in the organization. On the other hand, organizational support comes in the form of training and development, coaching and mentoring and so on. Once employees perceive the organization as supportive when it comes to achieving their objectives their level of job satisfaction increases. In this regard, employees admitted that they have job satisfaction, but from the findings, job satisfaction could be better if POS becomes more significant to employees than the level it is now.

Consequently, organizations must make sure that they provide the necessary assistance to employees towards developing a clear career path and support the employees as much as they can so that job satisfaction is achieved by employees. Ultimately, the outcome of POS is employee commitment, loyalty and the courage to pursue meaningful goals that will lead to career success for the employees and economic benefits for the organization.

5.3 Implications of the Study

This study has several implications for employees, the organization and the academic community. The results of the study of career values, POS and career success has shown the need for employees to take responsibility for the advancement of their career as it will be of benefit to them even when they face a lot challenges in doing so. Employees also need to realize that their plans for the achievement of career success may not always work out the way they may have desired it. Even at that, when the need arises they should not hesitate to change the course of their career in the manner in which it will benefit them, because in spite of what the organization stands to gain career success depends on the willingness of employees to take challenges. In effect, employees career success rest largely with employees with organization providing needed support for career success. If employees do not have the ambition to attain career success, the organization may not be able to bring such to fruition.

Similarly, on the grounds that career values is largely influenced by individual's general values, it is important that employees align their personal interest with what they believe they desire from work so that ultimately they are able to satisfy their desires to reach job satisfaction where that alignment is achieved. It is true that career values are created by employees however organizations can contribute by creating an enabling environment for employees to be able to pursue side by side, their personal goals and those of the organization. The implication is that, the success of employees in the pursuit and realization of their career dreams would most certainly mean increase in employee

loyalty and trust of the organization which will impact on their contribution to the success of the organization.

Another implication of the study is that organizations stand to benefit a lot from realizing how best they can contribute to employees' career success through provision of the necessary support that would facilitate the achievement of success. Organizational level support is like an investment in employee commitment to the organization. Committed employees go the extra mile to help organization to achieve its objectives. If the leaders of organization realize that organizational support for employees could stimulate loyalty and commitment towards the organization, they would also realize that there is a direct benefit in the form of increased productivity and profitability from such loyalty and commitment and that in itself is worth investing on. There is no doubt that employee who has career satisfaction takes pride in identifying himself with the organization while at the same time putting in his best to ensure the realization of organizational goals. Employees' career values, perceived organizational support and career success will in that light be to the benefit of the organization.

Furthermore, organization's policy makers need to take into consideration the need to formulate policies that will not undermine the ability of employees strive and attain their career values, perceived organizational support and career success. Going by the fact that today's global market and economic dynamics challenge the very existence and survival of organizations vis-à-vis the struggle for increasingly diminishing resources, steeper competition from global rivals and ailing global economy, ensuring

employees realization of success through the achievement of career values and gaining organizational support may well be the main survival mode of organizations. A satisfied and successful employee is likely to be committed, loyal and bring about increased overall profitability to the organization.

Finally, this study also contributes to the body of career research in the sense that it highlights the role career values and perceived organizational support can play in employees' career success. Since there are not so many studies conducted to examine the antecedent and construct of career values and POS on career success, this study offers a vital link between what has been achieved in terms of career study and what is yet to be investigated in the researching world. On the whole this study broadens the horizon in the study of career success, especially, considering the fact that the construct of career success has been studied through the antecedents of human capital, organizational citizenship, social-demographic status and stable individual differences (Chen, 2011).

5.4 Limitation of the Study

Like any other study, this study has its limitation and those limitations are listed below:

Firstly, the data used for the study was obtained via the distribution of questionnaires among a small number of employees only and it was restricted to a region. The information available for analyses was highly limited, therefore, the

information could not be regarded as sufficient in an attempt to completely gain understanding into the career values and perceived organizational support of employees in the region. In addition, only two multinational companies and employees of other companies schooling in UUM were relied on as population sample, so the scope of coverage for data collection was narrow. Future research should endeavor to broaden the scope of coverage in order to have more comprehensive information for analysis.

Secondly, the size of the data may not be enough for the researcher to generalize the findings of the study. As a result of the difficulty of collecting information from respondents by questionnaire distribution through a third party, some of the distributed questionnaires never returned to the researcher leading to a significantly limited population sample size considered for the study. Future research into the same topic should use a larger sample to cover a wider area in order to have better applicability in a wide region or society.

Thirdly, the study did not consider the dimensions of career values (self-achievement factor, hygiene factor and prestige factor) coupled with the fact that the research is not exhaustive in its findings on the real roles of career values therefore, the need for further research in order to explore career values in details is imperative. Any further research should include the dimensions of career values.

Forth, the study was conducted based on two independent variables (career values and perceived organizational support) without a mediator or a moderator. An analysis of the model summary revealed an r^2 value of 0.397 (refer to Table 4.3) which suggests that only 39.7% of the variance of career success is answered by this model. Therefore the independent variables are not adequate to explain employees' career success and that other variables might be significant. Other possible variables to introduce into the model could possibly be human capital variables, organizational sponsorship, socio-demographic status and stable individual difference. Perhaps, future research should incorporate some of these variables into the research.

5.5 Recommendation

The purpose of the study was to investigate employees' career values, perceived organizational support and career success in addition to making the findings serve as a guide to supervisors for the effective management of employees to ensure career satisfaction. The findings were also aimed at creating general awareness of the importance of effective management of employees in order to maximize the benefits that are derived from the knowledge of their career values and perceived organizational support for organization's and employees' benefits, through strategically effective and efficient policy formulation. On that basis the following recommendations may be of importance to the organizations:

1. Organizations need to improve on their knowledge of their employees in order to understand how best they can contribute to the alignment of their work values and organizational goals so as achieve career satisfaction. Evidence shows that career values among employees is high, however they are not nearly as high enough when compared with POS. Therefore, it is a testament to the fact that more needs to be done by the organizations to help employees realize their career values through their involvement in the organization and this can best be achieved through the development of employees career by mentoring, coaching and similar kinds of training. Similarly, supervisors, who are the closest to the employees should help create employee friendly environment where they can confidently pursue the achievement of their career values, considering the fact that their career satisfaction will directly or in directly be beneficial to the organization in the form of increased commitment and loyalty to the organization.
2. Employees must learn to take charge of their career since they are at their heart of their career success in an era where the concept of psychological contract has change dramatically. One of the ways through which employees can be in control of their career success by being courageous in decision making where their career is involved. Sometimes, it may be necessary for employees to change their career values; they should not be afraid to make such decision because that will lead to their career satisfaction. On the hand, organizations should not be afraid to help their employees to change their work values in order for them to realize their career satisfaction; it might just be what is needed for employees to be able to

bring out the best in them. In addition, in order for employees to realize their career satisfaction there may be a need for supervisors to redesign employee responsibilities so as to suit their work values while still maintaining consistency with organizational values, goals and objectives.

3. Furthermore, evidence from the findings shows that POS is high among employees and that is a clear testimony to the level of confidence employees have vested in organization. Therefore, organizations need to increase their effort in order to not just sustain the level of trust in their employees have in them, but to increase that believe that the organization will always come to their aid when the need arose. The benefit of this is that employees would uphold the pride they have of the organization and remain loyal, while at the same time work harder to reciprocate what they consider as gesture from the organization. The result is sustained profitability. Rhodes and Eisenberger (2002), mentioned that when employees' POS is high commitment and satisfaction is increased. Based on this employers need to continue provide the necessary support for employees' job satisfaction retain highly motivated employees.

4. Similarly, knowledge of employees' career values and POS should guide employers to select the right candidates for their organizations during recruitment exercise. Organizations will be able to recruit employees who will suit their organization based on the type of policy they have. For instance, organizations which do not provide adequate support to employees will have to seek employees

who have internal locus of control, as they are not likely to rely extensively on that for their career satisfaction. In effect, employees with internal locus of control will rely more on self-management activities rather relying on the organizational support for career success. At the same time such employees look inward for their personal motivation. On the other hand, those organizations which provide organizational support should use their recruitment process to select employees with external locus of control and provide them with organizational support in order to bring out the best in them. To achieve this, during the interview, the process should look out for qualities that determine employee feelings about organizational support.

5. The findings of this study reveal that career values and POS influence employees' career satisfaction separately. The results also indicated that employees and organizations must participate meaningfully to bring about career satisfaction. On that note, both employees and organizations must work collaboratively to find the best possible ways of ensuring that career values and POS are realized for employees' career success, since outcome of employees' will be mutually beneficial to both the employees and the organizations.

For future studies it is recommended that other variables such as human capital, socio-demographics and organizational sponsorship are incorporated into the model so as to increase the model strength thereby creating better insights into the factors that influence employees' career satisfaction in organizations in Malaysia.

It is also recommended that future studies should broaden the scope of coverage of the study beyond just a region in to other regions so that the applicability of the findings will be more general in Malaysia and possibly elsewhere.

5.6 Conclusion

In conclusion, it is safe to day that this study has been able to successfully realize all the objectives set out in chapter 1. The first objective of the study aimed at examining the relationship between career values and career success showed that career values are significant but moderately high among employees in organization. Similarly, the second objective which is also aimed at examining the relationship between perceived organizational support and career success was fairly realized because it showed that POS, like career values is moderately high among employees in organization and that the influence of POS on career success is greater that of career values on career success.

Apparently, the study has fulfilled its purpose of providing organizations' management with the required information on the effects of career values and perceived organizational support on employees' career success. In addition, it also showed the relationships between career values, POS and employees career success, all of which culminated in some recommendations of the ways employees and organizations can make the best of their relationships. Finally, the study has provided the management body of organizations some significant and sufficient information on how to best manage employees for their most meaningful productivity.

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Career Values, Perceived Organizational Support, and Career Success

Dear Respondent,

I am a Master's degree student of HRM at the Universiti Utara, Malaysia. The purpose of this study is to find out the relationship between employees' career values, perceived organizational support (POS) and career success. The information obtained is for academic purposes only and will be treated as confidential. Kindly spend a few minutes to answer the following questions. There is no right or wrong answer. As such, you only need to tick the answer on the column which relates to you best amongst the statements posed to you.

All of your responses are confidential. Your identity will not be linked to your responses in any way. If you have any questions about this survey or need the researcher's assistance, please contact the researcher by phone or by email at: This survey should only take up a few minutes of your time. Hence, your participation is greatly anticipated and appreciated.

Finally, sincere thanks and gratitude for your willingness to participate in this research.

Sincerely,

Abdulraheem Idris

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Email: abdul40idris@hotmail.com

PART A: DEMOGRAPHIC PROFILE

1. Gender Female Male
2. Age 30 – 40 years old 41 – 50 years old
 51 – 60 years old above 61 years old
3. Marital Status Single Married Divorced/
Separated Widowed
4. Years employed (Tenure) ≤ 3 years 4 – 6 years
 7 – 9 years ≥ 10 years
5. Qualification:
- SPM/SPVM Degree
 STPM/STAM Masters
 Diploma Others, Please
indicate.....

PART B: ORGANIZATIONAL SUPPORT

Listed below are statements that represent possible opinions that you may have about working at the organization. Please indicate the degree of your agreement or disagreement with each statement using the following scale which best represents your view about the organization.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. The organization values my contribution to its well-being. _____
2. If the organization could hire someone to replace me at a lower salary it would do so. _____
3. The organization fails to appreciate any extra effort from me. _____
4. The organization strongly considers my goals and values. _____
5. The organization would ignore any complaint from me. _____
6. The organization disregards my best interests when it makes decisions that affect me. _____
7. Help is available from the organization when I have a problem. _____
8. The organization really cares about my well-being. _____
9. Even if I did the best job possible, the organization would fail to notice. _____
10. The organization is willing to help me when I need a special favor. _____
11. The organization cares about my general satisfaction at work. _____
12. If given the opportunity, the organization would take advantage of me. _____
13. The organization shows very little concern for me. _____
14. The organization cares about my opinions. _____
15. The organization takes pride in my accomplishments at work. _____
16. The organization tries to make my job as interesting as possible. _____

PART C: CAREER VALUES

The statement below describes various aspects of the career values. For each statement state agreement or disagreement on how you feel about your career values using the following scale. Please indicate the number in the space provided.

1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1. My organization offers the opportunity to be trained on the job. _____
2. I receive adequate promotion in my organization _____
3. I am proud of working in this organization. _____
4. My organization is well known around the world _____
5. My organization is highly rated among others. _____
6. I am enjoying a decent career in my organization _____
7. I have enough challenge in my work in the organization _____
8. I am offered the opportunity to train myself as a member of the organization. _____
9. I have recorded satisfactory achievement by working in this organization. _____
10. I have a stable job in this organization _____
11. My organization offers me opportunities for professional development. _____
12. I receive good income from my work in this organization. _____
13. My organization encourages me to use my abilities in doing my work. _____
14. My superiors relate with me justly and kindly. _____
15. I enjoy comfortable working environment in my organization _____

PART D: CAREER SATISFACTION

The statement below describes various aspects of the career satisfaction. For each statement state how satisfied or dissatisfied you feel about your career values using the following scale.

1	2	3	4	5
Strongly Dissatisfied	Dissatisfied	Neither satisfied nor Dissatisfied	Satisfied	Strongly Satisfied

1. I am satisfied with the income. _____
2. I am satisfied with the degree to which work involves interests. _____
3. I am satisfied with the co-workers. _____
4. I am satisfied with the use of skills and abilities. _____
5. I am satisfied with the supervision. _____
6. I am satisfied with the ability to develop ideas on job. _____
7. I am satisfied with the respect that others give to my job. _____
8. I am satisfied with the job security. _____

THANK YOU FOR YOUR PARTICIPATION