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**THE RELATIONSHIP BETWEEN SELF-EFFICACY, CAREER  
SATISFACTION, ORGANIZATIONAL COMMITMENT AND  
CAREER COMMITMENT**



**MASTER OF HUMAN RESOURCE MANAGEMENT  
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**THE RELATIONSHIP BETWEEN SELF-EFFICACY, CAREER SATISFACTION,  
ORGANIZATIONAL COMMITMENT AND CAREER COMMITMENT**



**Thesis Submitted To  
School of Business Management, Colleague of Business  
Universiti Utara Malaysia  
In Partial Fulfillment of the Requirement for the Master of Human Resource Management**

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## ABSTRACT

The employees' career commitment is important for the organization to accomplish their vision and mission. The committed employee will lead the organization to become productive, efficient, high performance and can reduce all the cost incurs in the organization. The purpose of this study is to determine the relationship between self-efficacy, career satisfaction, and organizational commitment with career commitment. This study examines if self-efficacy, career satisfaction, organizational commitment are influencing career commitment among engineer in a manufacturing company which located in Johor Bahru, Malaysia. In this study, 200 questionnaires were distributed to the Engineering Department in a manufacturing company, but only 133 questionnaires were used for further study. The database used to analyze the data is "Statistical Package for Social Sciences" (SPSS) version 22. The study utilized the reliability analysis, factor analysis, descriptive statistics, Pearson correlation and regression analysis. Results of regression analysis showed that 36.4 % of the factors in this study contributed to the career commitment. The result indicated that self-efficacy and organizational commitment have significant and positive relationship with career commitment. Thus, the organization should implement effective strategy to sustain their talented employees in the organization. Therefore, the organization should fulfill their employees' needs and desires in order for them to be more committed with their career within the organization.

**Keywords:** *Career Commitment, Self-efficacy, Career Satisfaction, Organizational Commitment*

## ABSTRAK

Komitmen kerjaya di kalangan pekerja penting untuk mencapai visi dan misi organisasi. Pekerja yang komited akan membawa organisasi menjadi produktif, cekap, berprestasi tinggi dan mengurangkan kos dalam organisasi. Tujuan kajian ini adalah untuk menentukan hubungan antara efikasi sendiri, kepuasan kerjaya, komitmen organisasi dengan komitmen kerjaya. Kajian ini melihat sama ada efikasi sendiri, kepuasan kerjaya, komitmen organisasi boleh memberi kesan ke atas komitmen kerjaya di kalangan jurutera di sebuah syarikat pembuatan yang terletak di Johor Bahru, Malaysia. Dalam kajian ini, sebanyak 200 borang soal selidik telah diedarkan kepada Jabatan Kejuruteraan di sebuah syarikat pembuatan. Daripada 200 borang soal selidik yang telah diedarkan, hanya 133 borang soal selidik sahaja yang diterima dan digunakan untuk meneruskan kajian. *Statistical Package for Social Science* (SPSS) versi 22 digunakan untuk menganalisis data iaitu menganalisis kebolehpercayaan, analisis faktor, statistik deskriptif, korelasi pearson dan analisis regresi. Keputusan analisis regresi menunjukkan bahawa 36.4% daripada varian dalam kajian ini telah mempengaruhi komitmen kerjaya. Keputusan analisis regresi telah menunjukkan bahawa efikasi sendiri dan komitmen organisasi mempunyai hubungan yang signifikan dan positif dengan komitmen kerjaya. Seterusnya, organisasi ini perlu melaksanakan strategi yang berkesan untuk mengekalkan pekerja berbakat untuk bekerja dalam tempoh yang lebih lama di dalam organisasi. Oleh itu, organisasi haruslah memenuhi keperluan pekerja dan keinginan mereka untuk menjadi lebih komited terhadap kerjaya.

**Kata kunci:** *Komitmen Kerjaya, Efikasi Kendiri, Kepuasan Kerjaya, Komitmen Organisasi*

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## LIST OF ABBREVIATIONS

KMO	Keiser-Meyers-Oklin
SPSS	Statistical Package for Social Science
CC	Career commitment
SE	Self-efficacy
OC	Organizational commitment



## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of study

In the trend of globalization and technological advances, many organizations face the pressure to attract and select multitasking employees to be retained in the organization due to high competitiveness in the business environment. Recently, economic instability leads to the implication that the organization needs to downsize and lay off employees, and restructure their policies in order to maintain and enhance the quality and performance of the organization. Fu and Chen (2015) stated that most of the employees choose to be committed to their career rather than to be committed to the organization.

The employees perceived that the company probably outsource or downsize due to several factors including, company losses due to the poor management, and economic instability. Hence, rather than staying within the same organization, they tend to look for another organization that can provide better job security, satisfaction and meets their career needs. Therefore, in order to implement career commitments, organizations need to identify which effective strategy could be implemented to retain the talented and competent employee in the organization.

The employees enter the organization with their own career planning and hope the organization can fulfill their needs in order to stay longer. The employees show less commitment because they are not satisfied with the employment and resulted in high turnover in the organization. Hence, it will contribute to the high cost of recruitment and selection which could damage productivity and business opportunity, loss of customer trust and credibility, and subsequently demoralizes employees' career commitment to the organization (Center for Advanced Human Resource Studies, 2011). Therefore, as an employer, they should treat their employees as valuable assets, especially for those who can contribute their skills, knowledge and experience in order to achieve the organization's mission and vision. The organization can enhance performance, reduce the number of turnover and also reduce the cost incurred.

Besides, career commitment is important because it is link to individual competencies which can lead them to gain experience and become successful in their career. According to Fu (2011), employees who are highly committed in their career generally spend more time for career development and show less intention to quit from their organization (Fu, 2011; Blau, 1989; Majd and Ibrahim, 2008). Strong commitment shows that the employees are willing to accomplish the challenging job and help the organization become successful (Fu, 2011).

Therefore, career commitment is very important for the success of the internal and external business performance. Jehazeb and Bashir (2013) quoted in Satterfield and Hughes (2007) claimed that the employee's behavior and performance were also influenced by training offered in the organization. Hence, by enhancing and developing

employee's skills and effectiveness through training and development, it can influence their performance and commitment inside the organization.

Nevertheless, most employees joining the organization consist of young employees with high expectation and desire towards their employer. Typically, young employees look for reward and salary as a motivation to be committed in their career. Fok and Yeung (2016) stated that the motivation and attitude of young employees were influenced by the level of salary, career development, promotion, supervisory support, and co-workers in the organization. Furthermore, they are most likely to stay longer in the organization because they feel secure with their employment and will be more committed to their career (Chen, Myrtle, Liu & Fahey, 2011). According to Furaker and Berglund (2014), the employees feel insecure with their career because of economic instability. When the economy is unstable, the organization tends to reduce the number of their employees through dismissals and retrenchment activities in order to save cost and survive. Hence, it will reduce employees' moral, commitment and motivation towards career.

In order to confront these challenges, the organization needs to attract employees by introducing training and development programs in order to enhance their self-efficacy, providing work-life balance to reduce stress, opportunities for promotion, giving recognition of achievement for career satisfaction and enhance the organizational commitment in order to engage them to be committed to their careers. The employees who have high career commitment will have high motivation to accomplish their job, performing well in their career, and help the organization to be successful.



The recognition award to the employees will influence their career satisfaction and performance within the organization. The recognition given by the organization is to show appreciation for the employee's good commitment in performing their job or task. This will further influence other employees within the organization to be more committed and motivate them to achieve organization goal. In contrast, if there is no recognition to the employees, the employees tend to be less committed and motivated to perform their job. With the introduction of a recognition, the employees believe and accept the organization's goals and values. They tend to be loyal and committed to their careers because the organization can satisfy their career's needs in the organization.

There are many empirical studies which reveal factors that influence career commitment such as compensation, training and development and promotion (Khulida & Tan, 2015); career satisfaction, alternative, investment, professional self-efficacy (Fu & Chen, 2015); job satisfaction, learning and working conditions, rewards and benefit; career opportunities (Pavani & Kumar, 2014); job tenure and career pattern (Myrtle, Caroline & Daniel & Chen, 2011); gender and work-family conflict (Okurame, 2012) and also job satisfaction, organizational commitment and job promotion (Shah, 2011). An organization should emphasize career commitment because it is imperative for both individual and organization. High performance and high productivity influenced by an employees' career commitment can reduce the turnover rate in the organization.

Therefore, a study was conducted in a manufacturing company in Johor Bahru with the engineering profession as the sample group. This study focuses on career commitment which is influenced by professional self-efficacy, career satisfaction, and organizational commitment in order to attract and retain their employees within the

organization. It is shown that a competent employee with high self-efficacy, good career satisfaction and committed are able to lead the organization and influence others to meet the organization's mission and vision.

## **1.2 Problem Statement**

Nowadays, the organization is confronted with challenges to retain the talented employee in the organization due to increasing trends of technological advancements, communications, knowledge, skills, abilities and competitive performance climate within the organization. It is a common experience working in the private sector, especially in the high-technology sector in which most employees seek for a better career opportunities that can give them extra benefits such as good earning potential, career prospects, quality of education and quality of life in the organization (Soon, 2015).

Therefore, retaining the talented employee is not an easy practice for the organization to handle. The implementation of the effective strategy is the best way to attract the employee to stay longer in the organization (Khulida & Tan, 2015). Employees choose to remain in the organization because the organization can satisfy their need and desire towards their employment. Thus, they would perform all the assignments given and show high commitment in their career. However, their commitment will be decreased when they lack career opportunities, self-development, and career advancement in the organization. As a result, the employees decide to leave the organization and look for the best opportunities in order to achieve the career advancement.

In this age of globalization, cross-border labor movement is noticeably gaining momentum. These days, the employees from one country tend to move and work in another country to seek better job opportunities. The employees who feel less committed to their career in the organization may eventually decide to pursue job-hopping due to factors arising in the current employment. There are several factors that contribute to this trend, including the mismatch of skills and expertise, better salary schemes, higher currency exchange rates, healthier working environment, wider workplace exposure and more job opportunities (Soon, 2015).

Samson and Daft (2012) claims that job hopping is a trend specifically among young employees because they prefer to work in the best workplace environment, look for reward, higher salary, and challenging job. Furthermore, it is also a common phenomenon for Malaysians seek better employment, especially engineers who were working in manufacturing industry in Johor Bahru. They choose to leave the country and move to the neighboring country such as Singapore because of attractive salary and benefits offered. Furthermore, considering that Malaysia has a gloomy economic outlook alongside the weakening of the national currency in recent years, made working in the first world neighboring country such as Singapore a good and lucrative prospect. Shazali and Soon (2015) in Malaysian Digest reported that the weakening of the national currency, including the economic growth, inflation rates, real effective exchange rates, productivity, crude oil prices and others.

As a result, the organization cost will be higher due to the increase of the employee's resignation in the organization. Schultz and Ellen (2015) stated that turnover involves additional cost to the organization because they need to recruit, select and train

new employees to get the replacement for the said position in the organization. The employee turnover rate in manufacturing increased from 12.3% in 2012 to 13.2% in 2013 (The Sun Daily, 2013). For general industry, Department of Labor Peninsular, Ministry of Human Resource, Malaysia (2015) reported that the number of turnovers consistently increased from the year 2011 to 2015. In the year 2011, the employee turnover is 12,596 and increased to 15,869 in the year 2015.

Based on the above statistics, there are factors which contributed to the increase of turnover, which includes attraction of a new job, new experiences, and dissatisfaction of working with their superior and subordinate. Lack of job satisfaction in the organization will lead to employees' low career commitment which eventually could lead to turnover within the organization. In order to eliminate or reduce the high turnover in the organization, the retention strategy should be highlighted (Salleh, Nair & Harun, 2012). By using the retention strategy such as compensation, training and development, career opportunities, supervisory support and job characteristics, the organization could attract and retain the talented employees within the organization. However, the implementation and the encouragement of career commitment among employees are crucial in order to increase the productivity and performance of the organization.

In the Malaysian context, the study on career commitment, especially in the manufacturing industry are still limited and needed to further study. There are differences between this study and previous studies related to career commitment conducted by Fu and Chen (2015), Khulida and Tan (2015), Karavardar (2014), Vandenberghe (2013), Shah (2011), Chen, Fahey, Liu and Myrtle (2011). The differences consist the type of profession, industries and variables such as compensation; training and development,

promotion, career opportunities, learning and working conditions, job tenure, and job satisfaction. Additionally, in this research context, the engineering profession within the manufacturing industry has been selected as a sample group in this study. Therefore, three independent variables, namely self-efficacy, career satisfaction and organization's commitment have been applied to determine its influence in enhancing career commitment to the organization.

Self-efficacy is important for employee's career commitment because they are confronted with difficult tasks and would affect their personality outcome, such as belief to accomplish the job challenging and solving technical problems (Fu & Chen, 2015). Employees that have high self-efficacy will have high career commitment in the organization. They have confidence in their knowledge, skills, and ability to perform the challenging task even though confronted with the difficult situation of employment. Employees with high confidence will successfully perform in their tasks because they are satisfied with their employment in the organization.

Moreover, career satisfaction is also important in this study because the employees have worked longer in the organization, look for promotion, recognition and developing new skills and learning as a satisfaction to enhance career commitment. The achievement and advancement in one's career field would lead the employees to be more committed to their career in their current employment.

Therefore, organizational commitment has an important role in employee career commitment because employees who believe and accept the organization's value and

goals will lead and assist the organization to become successful in term of performance and productivity.

Employees with low career commitment associated with low levels of morale will impact the organizational performance. This is because the organization needs to recruit new employees and it will involve the high cost to the organization. Thus, in order to reduce the cost incurred by the organization, the organization must encourage their employees to enhance career commitment and fulfill the employees' need and desire in the organization.

For that reason, Engineers in a manufacturing company located in Johor Bahru were selected as the sample group to be examined on the relationship between self-efficacy, career satisfaction, organizational commitment and career commitment. The manufacturing company is an engineering based company, where engineers are the valuable assets of this company. The engineers have responsibility to increase the productivity that leads to the performance in the organization.

### **1.3 Research Questions**

The purpose of this study is to examine the relationship between self-efficacy, career satisfaction, organizational commitment and career commitment. The research questions are as follows:

1. Does employee self-efficacy influences career commitment?
2. Does employee career satisfaction influences career commitment?

3. Does employee organizational commitment influences career commitment?

#### **1.4 Research Objectives**

This study examines the career commitment on self-efficacy, career satisfaction, and organizational commitment. The research objectives to be achieved are:

1. To determine the effect of self-efficacy on career commitment.
2. To examine the influence of career satisfaction on career commitment.
3. To identify the effect of organizational commitment on career commitment.

#### **1.5 Significance of study**

This study was conducted as a reference or guideline for individual or an organization within the manufacturing industry. Findings from this study are valuable and useful for an individual or organization to implement proper programs or strategies to increase their employee career commitment. Based on the findings, it is indicated that career commitment is influenced by self-efficacy and organizational commitment. The organization can identify their employee's career needs to increase their career satisfaction in order to sustain them longer in the organization. It is shown that an organization shall provide proper self-development training for their employees in order to increase their self-efficacy within the organization. This subsequently will give positive impact to the organization's productivity and performance. Furthermore, the

implementation of a recognition award based on the employees' achievement also can motivate and encourage them to perform and increase their career satisfaction in the organization. Besides, this study also helps academicians and scholars to further research and study the related career commitment within the manufacturing industry and its correlation with self-efficacy, career satisfaction, and organizational commitment.

## **1.6 Definition of term**

The definition of term describes of the definition for variables (career commitment, self-efficacy, career satisfaction and organizational commitment) are stated as follows:

### **Career commitment**

Career commitment can be defined as *“One’s attitude to one’s profession or vocation and involvement in one’s profession.”* Career commitment is the individual’s attitude and motivation in one’s career choice which are the individual committed to the career with setting the high goals and putting effort to pursue the goals even in facing the challenges (Blau, 1985).

### **Self-efficacy**

Self-efficacy is defined as the individual’s belief in his or her ability to perform the task challenge and performing very well (Chen, Gully & Eden, 2001).



## **Career satisfaction**

Career satisfaction can be defined as the level of individual's satisfaction with the achievement and advancement through one's choice careers which resulted in performance (Greenhaus, Parasuraman & Wormley (1990).

## **Organizational Commitment**

Organizational commitment can be defined as the individual's behavior, feeling and expectations towards their organization to become more committed in their career (Mowday, Steers & Porter, 1979).

### **1.7 Organization of chapters in thesis**

This thesis comprises of five chapters as follow:

Chapter 1 : Background

This chapter contains the background of the study, the problem statement, research objective, research questions, definition of the term, significance of the study, and conclusion of chapter 1.

Chapter 2: Literature Review

This section describes of a literature review about career commitment, self-efficacy, career satisfaction and organizational commitment. In this section, hypothesis development was designed based on the literature review of the relationship between independent variable and dependent variable. Research framework was also formed

based on the idea from review of the literature. The appropriate theory used in this study is Herzberg's Motivation-Hygiene theory of motivation.

### Chapter 3: Methodology

This chapter focuses on the method and research design in obtaining the data. It comprises of operational definition, measurement, questionnaire design, pilot test, data analysis technique and conclusion of chapter 3.

### Chapter 4: Finding

This section describes the findings' result of the study. The analysis data conducted on factor analysis, reliability analysis, descriptive analysis, correlation analysis, and regression analysis and multiple regression analysis of the variables.

### Chapter 5: Discussion, Recommendation, and Conclusion

This chapter presents about the discussion of the study, recommendation, views from researcher, limitations and conclusion of the study.

## **1.8 Conclusion**

This chapter explains the issue and problem regarding the research topic. The objectives of the research are to determine the relationship between independent variables (Self-efficacy, Career Satisfaction, and Organizational Commitment) and dependent variables (Career Commitment). Moreover, the research questions were developed to answer the research objectives is this study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter 2 describes of the empirical of the study which are relevant to the variables. The sections discussed on concepts of career commitment, self-efficacy, career satisfaction and organizational commitment. In this study, the researcher obtains the opinions and views from past empirical studies to provide explanation and understanding of the study. Thus, this chapter also deliberated on the empirical studies on the dependent variable and independent variables, Herzberg's Motivation-Hygiene theory of motivation, research framework and conclusion of the chapter.

#### **2.2 Concepts of Career Commitment**

Dixit and Bhati (2012) cited in Grusky (1996) defined commitment as “the relationship of the employees to the organization.” The commitment described by Kanter (1968) is “the willingness of employees to contribute their skills, knowledge, energy and loyal to the organization, being self-expressive with putting the attachment of their identity and personality to organization relation.” Dixit and Bhati (2012) described in Brown (1969) stated that the employees with high commitment feels that they were a membership in the

current employment, having high expectation of their potential, predictive of the high performance, motivation and willing to sacrifice their self to help organization to be successful. In addition, Dixit and Bhati (2012) quoted in Salancik (1977) claims that the commitment is the employees' engagement to the organization and accepts the goals and value of the organization. Moreover, Aremu (2005) and McElroy, Morrow and Wardlow (1999) also conceptualized commitment as "commitment to one's work" (the Protestant work), "commitment to one's job (job involvement), "commitment to one's organization, "commitment to one's career or profession." However, in this research context, commitments to one's career or profession need to be emphasized for further study.

Career or occupational commitment can be defined as the employees' involvement in their career choice and is strongly linked with the concept of professional commitment and occupational commitment (Mueller, Wallace & Price, 1992). A study by Koslowsky, Weisberg and Yaniv (2012) cited in Blau (1989) defines career commitments as one's behavior towards one's job and involvement in one's career. Career commitment is the employees' belief, feeling and accepting the organization's goal and values and also willingness to belong with the organization in order to enhance the career ladder in the organization (Khulida & Tan, 2015; Vandenberg & Scarpello, 2004).

Based on the concepts, the committed employee would attach their employment in the longer period when the organization is able to fulfill the employees' need and desire for the career (Hall, 1968; Kalleberg & Berg, 1987). In addition, career commitment includes two categories which are occupational commitment and professional commitment.

Most of the researchers consider of similar but have small difference area to describe and each item can be used (Mueller, Wallace & Price, 1992; Meyer, Allen & Smith 1993; Wallace 1993; Snape and Redman 2003). The concept of professional commitment refers to an attitude reflecting the strength of the bond between an employee and an organization. Most of the authors defined this concept as “the strength of an individual’s identification with and involvement in an organization (Morrow, 1993, Wang, 1999) or the “psychological attachment felt by an individual within an organization and reflecting the degree to which an individual has interiorized and adopted the organization’s characteristics or perspective” (Oreilly, Chatman, 1986; Magdalena, 2009). Occupational commitment has been referred as “a person’s belief in and acceptance of the values of his or her chosen occupation or line of work, and willingness to maintain membership in that occupation” (Vandenberg & Scarpello, 1994; Morrow & Wirth, 1989; Ritzer & Trice, 1969; Irving, Coleman & Cooper, 1997).

Additionally, Lee, Carswell and Allen (2000) asserted that career commitment consists of three dimensions namely career resilience, career identity and career planning. Career resilience is the individual’s confidence in his or her capabilities to accomplish the challenging task even in facing the difficult situation at the workplace. Career identity is the individual’s emotional relation to the career at the workplace. Career planning is defined as the individual involvement to develop the career, skills, and knowledge to accomplish the goal in the organization. Development of personal career, employees’ identity and job involvement are characteristics in career commitment (Hall, 1976). According to Hall’s (1968), Kerr et.al (1977), there are six characteristics of career

including the expertise, autonomy, commitment to the profession, employee identity, ethics and standard profession.

Study by Ellemers et al. (1998) stated the committed employees most likely develop career goals and enhance the personal career in order to stay a longer period of time in the organization. This because development in personal advancement reflects the commitment to individual rather than the organization. Employees who are committed to the career are more focused on their job rather than prosocial activities both to internal and external of the organization. This is because personal advancement will gain the knowledge, skills, and ability for them to be confident with their career.

A study by Hall (1971) asserted that the employees' motivation is the power to influence the employees to be committed and remain in the career for longer periods of time. The motivation from the employees shows that they are committed and satisfied to their career and would perform well in the organization (London, 1983). For instance, the employees who were committed to the career were willing to sacrifice to help their organization to be successful. Ugboro and Obeng (2015) cited in Lee, Carswell and Allen (2000) discussed that career commitment is the psychological link of individual in a chosen profession and also refers to individual motivation and passion towards his or her chosen career. In addition, the employees put more effort in pursuing the career and setting the goals indicated that they are really committed to the career (Khulida & Tan, 2015 and Colarelli & Bishop, 1990). Furthermore, Bandura (1993) mentioned that the greater effort, motivation and persistence have led to high performance. The individual with the high performance seeks to promote in high position, high salary, and self-actualization in order to achieve their satisfaction within the organization (Greenhaus & Parasuraman,

1993; Bandura, 1986; Locke and Latham, 1990). Therefore, the greater effort, motivation and career commitment will lead to high performance, promoted to high positions, and received the high salary offered by the organization which resulted to satisfaction in the career (Bandura, 1986; Greenhaus & Parasuraman, 1993; Locke & Latham, 1990a; 1990b).

A study conducted by Fu (2011) cited in Aryee, Chay and Chew (1994); Aryee and Tan, (1992); Blau (1989); Carson and Bedeian (1994) proved that career commitment is considerably associated to any variables. For instance, employee career commitment and career withdrawal cognition/intention, job withdrawal intentions, conflict and external locus control are negative association relationship. Past studies also indicated that there is a negative association between career commitment and career withdrawal cognitions or intentions, job withdrawal intentions, turnover, role ambiguity and conflicts and external locus of control (Aryee, 1994; Aryee and Tan, 1992; Blau, 1989; Carson and Bedeian, 1994; and Colarelli & Bishop, 1990). However, there are positive relations between career commitment and career success, skill development, career investment, job satisfaction, job involvement to professional training (Fu, 2011; Aryee and Tan, 1992; Ballout, 2009; Aryee et al., 1994; Duffy et al., 2011; Goulet and Singh, 2002; Ellemers et al., 1998). Study by Fu (2012) found that there are a positive association between career commitment and objective and subjective career success, skill development, career investment, job satisfaction and voluntary participation to professional of training (Fu, 2011; Aryee & Tan, 1992; Ballout, 2009;; Duffy et al., 2011; Goulet & Sigh, 2002; Ellemers et al., 1998).

A similar study by Day and Allen (2004) indicated that career commitment is significantly positive with career satisfaction. Furthermore, Ballout (2009) found that career commitment is the effect on career success. A study by Jones and Whitmore (1995) found that career commitment was influenced by promotions. Day and Allen (2004) proved that career commitment has a significant and positive relationship with salary level and performance effectiveness. Career commitment is the instrument both of objective and subjective career success (Poon, 2004).

Goulet and Singh (2002) suggested that employment security, job satisfaction, job involvement and organizational commitment impact on career commitment. Chang (1999) stated that the acceptance the organization goals, value and culture indicated that the employees have higher career commitment in the organization (Bedeian et al., 1991; Farrell & Rusbult, 1981). Some studies show that the employees' career commitment influenced by the satisfaction with the supervisor and colleague, reward and salary, and career opportunities (Goulet & Singh, 2002).

Furthermore, fulfilling the employees' career needs and providing the career path are the best strategies to retain and attract employees to the organization. Thus, individuals perceived that organization is more attractive to motivation. This is because motivation may shape the individuals' attitude to be committed and performing well in the organization (Colarelli, S.M., R.C. Bishop. 1990).



## **2.3 Review of Literature on Self-efficacy, Career satisfaction, and Organizational commitment.**

This section is a review of the relevant literature on independent variables namely self-efficacy, career satisfaction, and organizational commitment.

### **2.3.1 Self-efficacy**

Self-efficacy can be defined as the individual's confidence in his or her capacity of skills, knowledge, and ability to perform the task challenge and performing very well (Chen, Gully & Eden, 2001). Self-efficacy defined by Bandura (1986) as the willingness to commit in a particular career field, trust in the ability to control the physical, intellectual and emotional to perform in the career field. Thus, Bandura (1977) defined self-efficacy as personal judgements of his or her capability to accomplish a task and well perform in the task given.

In social cognitive theory, self-efficacy beliefs consists of three dimensions which are level or magnitude (*difficult task to accomplish*), strength (*successfully performing in difficulty task given*), and generality (*the strength and beliefs to the task and situation*) (Bandura, 1986, 1997). The employees with high self-efficacy set the career goals and put more effort in pursuing the career even facing in challenges in order to accomplish the task. King (2004) stated that the employees who have high self-efficacy will produce the career outcome and would be able to show the career self-management behavior and the good behavior which can lead to the achievement of career goals and career success.

Thus, Stuecliff and Vogus (2003) claim that for those individual who have high efficacy and competency are able to control their behavior in the workplace.

Ballout (2009), Taylor and Popma (1990), and Abdalla (1995) found career decision-making self-efficacy is a positive relationship between personal attributes. Individuals with high self-efficacy utilize the control over their lives and successfully mastered the task decision and behavior in the career making decision. The study also proved that career development and growth are influence to self-efficacy belief (Noe & Wilk, 1993; Bell & Staw, 1989).

Redmond (2016) as cited in Bandura (1977) described four characteristics to evaluate the employees' efficacy namely performance outcomes (performance accomplishments), verbal persuasion, vicarious experiences, and physiological feedback (emotional arousal). Bandura (1997) stated that performance outcome or past experience are the crucial parts in self-efficacy. The performance and the ability of individual depended on negative and positive experience. Such as performance in the previous job influences them to be more confident and has high self-efficacy in performing the similar task in the current situations. The individual with high efficacy indicated that they more likely to work harder and accomplish the task with the high-performance result.

Besides, the vicarious experience can be brief as the individual can develop the self-efficacy or decrease self-efficacy influenced by other people's performance. Such as the individual compared his/her own competence to other people who have high efficacy and performance (Bandura, 1977). Instead, self-efficacy becomes low when someone has lower self-efficacy.

Verbal persuasion can be explained as the encouragement and discouragement affect the performance and the ability to perform in order to increase self-efficacy. For instance, the encouragement or praise from the manager such as belief in their employees are cause to increase self-efficacy and the motivation. Instead, the negative in the verbal persuasion will result to lower self-efficacy. In addition, physiological feedback is the individual's perceptions for emotional arousal influence their belief of efficacy (Redmond, 2016).

Self-efficacy suggested by Wood and Bandura (1989) as the personal's capability to control the effective action that suits with the workplace environment and using the various resources in order to mobilize their motivation. In addition, efficacy can motivate and influence the employees' thinking, feeling, and action. The study has found that self-efficacy is significantly associated with the job attitudes (Saks, 1995), training proficiency ((Martocchio & Judge, 1997) and as well as enhance the employees and organization in job performance (Stajkovic & Luthans, 1998).

Efficacy's beliefs have a powerful influence on behavior, job involvement, and job satisfaction. It is significantly correlated with the health problem, for instance, the employees are associated depression, anxiety and helplessness because of low sense of self-efficacy. An interesting finding in teaching profession by Chesnut and Burley (2015) quoted in Rots, Aelterman, Vlerick, and Vermeulen (2007) found that teachers confidence with their competencies and perceived the value to accomplish the task. The level of self-efficacy of teachers could be measured by their experiences, social persuasions and feedback from others. Self-efficacy in teaching using the effective teaching strategies, provide the conducive of the classroom and become a great teacher.

Thus, Klassen and Chiu (2010) stated that the experience's teacher related with teaching efficacy.

Lippke, Wiedemann, Ziegelmann, Reuter and Schwarzer (2009) stated that self-efficacy is influenced by motivation to stimulate the employees to adapt with the environment and support to accomplish the task. The main elements of the effectiveness in self-efficacy are the personal experiences, family, recreation, faith tradition and belief in one's life. Furthermore, findings from Allred, Harrison, and O'Connell (2013) found that the responsible employees show high level of self-efficacy and they take challenging tasks to accomplish compared with those with the low level of self-efficacy. The employees with the higher of self-efficacy also believed to have clear goals, forming the standard of strategies, and low self-esteem (Ransom, 2012). Accordingly, self-efficacy is effect to learning attitudes, participation in development activities and has the awareness of the importance of self-development.

On the other hand, empirical studies found leadership self-efficacy significantly influence with the organization and career commitment (Paglis & Green, 2002). Luthans and Peterson (2002) suggested that self-efficacy was used as a mediator between employees' engagement with their work and the self-leadership and as well as the effect on career success (Day & Allen, 2004). The committed employee set the career goals and more likely to enhance the performance, career success, and always confidence in their capability to gain the quality in skill and competencies. Thus, self-efficacy is related to career commitment which affects the individual's career success. Brown, Jones and Leigh (2005) noted that self-efficacy and goals are determining factors of successful actions in the organization.

Adio (2010) cited in Bandura (1997); Pajare (1996) and Schwarzer (1992) described that people who have a strong self-efficacy have a good health, task accomplishment, high inspiration and having a good relationship with the colleague. Schmitz and Porter (1970) stated that individual with low self-efficacy resulted in depression, anxiety and weakness and also less self-esteem to the achievement and personal development. Furthermore, Bandura (1997) found that individual with high self-efficacy successfully performs in challenging jobs, create new ones and have leadership skills to lead people. Self-efficacy is very important for individual to achieve the goals and making the decision to pursue the career (Lucas & Cooper, 2005). Besides, self-efficacy seems to predict the individual's performance and people with the higher level of self-efficacy are the greater success and pursuing in one's career (Wood & Bandura, 1989).

Self-efficacy is the factor to influence motivation and task performance and leadership self-efficacy is significant effect to gaining the follower's commitment (Paglis & Green (2002). While, Luthans and Peterson (2002) found self-efficacy significantly influence employee engagement and impact to career success (Day & Allen, 2004). Thus, self-efficacy has a relationship with the career commitment to achieve in career success (Brown, Jones & Leigh (2005).

The improvement on career commitment and career advancement indicated that they have higher self-efficacy in order to pursue the goal even facing the obstacles. However, it finds it difficult to reach desire and career outcomes for individual with the lack of self-efficacy and motivation to accomplish the tasks.

### 2.3.2 Career satisfaction

Career satisfaction is defined as the level of individual satisfaction with the achievement and advancement through one's choice career which resulted in performance (Greenhaus, Parasuraman & Wormley, 1990). Career satisfaction can be defined as the level of satisfaction of the employment through one's choice of career (Fu, 2010; Srikanth & Israel (2012). The employees develop a competence because they are satisfied with one' job and seek the opportunity for career advancements. Srikanth and Israel (2012) found that the high performance, job challenging, high responsibilities, award for recognitions can lead to high career satisfaction in the organization.

Subjective career success can be operationalized as job satisfaction or career satisfaction (Erdogan, Krimer and Liden, 2004; Heslin, 2003; Ng, Egy, Sorensen & Feldman, 2005; Seibert and Kraimer, 2001). The definition of career satisfaction is “the individual level of satisfaction which can develop from intrinsic and extrinsic aspects in the career choice and comprises of salary, advancement, and developmental opportunities” (Judge, Cable & Boudreau, 1995).

Judge et al., (1995) and Seibert et al., (2001) noted that career satisfaction shape the individual's long-term satisfaction with one's career. The individual indicates satisfaction with the career would stay longer with the organization (Cheremie, 2013; Heslin, 2005). Furthermore, Judge, Higgins, Thoresen, and Barrick (1999) stated that the individual who was not satisfied with their job would indicate to low performance in their career and would cause to low productivity, high absenteeism, intention to leave, and incur the high cost in the organization. Past researcher such as Boudreau, Boswell and

Judge (2001); Judge and Bretz (1994); Judge et al., (1995); Murrell, Frieze & Olson (1996) proved that job satisfaction is significant to subjective career success. The employees who were received with the achievement in the organization indicate satisfied with the career. They put more effort to accomplish the goals of the organization. Erdogan et al., (2004); Heslin (2003); Seibert and Kraimer (2001) found that the individual belief to their career progress with setting the own goals, values, and preferences.

Career commitment and career success are the influence to career satisfaction. Srikanth and Israel (2012) described in Poon (2004) stated that career satisfaction, career mentoring, career commitment and perception of career success are effects on subjective career success. Fu (2010) claims that career satisfaction significantly influence with career commitment. The achievement of one's career goals indicated that individual satisfied with the career and effect on career commitment which resulting with positive career outcomes. In addition, the study by Srikanth and Israel (2012) quoted in Aryee & Tan (1992) found that career satisfaction significantly impacts on career commitment because the employee is satisfied with the working environment which is provided by the organization. Consistently the study by Myrtle, Chen, Liu and Fahey (2011) found career satisfaction also effects on career commitment among health executive. This is because the employees fit with the career and they would have the confidence to accomplish the task in order to achieve the high performance in the organization.

Career satisfaction can be identified as the entire career related to experience with a longer period of time. Such as, individual belief in his or her career progress to accomplish the goals and values (Lounsbury, 2008). Consistently, work outcomes such as

turnover intention and absenteeism are the effect on career satisfaction. For example, career satisfaction was found negative significance with the turnover intention (Wickramasinghe & Jayaweera, 2010).

### **2.3.3 Organizational Commitment**

Mohammed and Eleswed (2013) cited in Mowday, Steers and Porter (1979) have conceptualized organizational commitment into three determinants namely (i) organizational commitment is the individual's confidences in acceptance of the organization's goal, values and culture, (ii) the individual willing to self-sacrifice and struggle to help the organization to achieve the goals and (iii) strong desire to sustain the organizational membership. Porter, Steers, Mowday, Boulian (1974) and Mowday (1998) defines organizational commitment as "*the power of individual's itself engagement in the organization*". In addition, Odunayo, Ayodeji and Olaniyi (2014) quoted in Meyer and Allen (1990) express organizational commitment in three dimensions which including affective commitment, continuance commitment, and normative commitment. The affective commitment is the individual's positive emotional to the organization because the individual desire to remain in the organization. Continuance commitment is the individual need to stay in the organization because he or she desire to remain in the organization and normative commitment is the individual desire to remain in the organization because of their perception and the obligation to the organization.

Organizational commitment influences the employees' attitude and behavior in the organization such as absenteeism, turnover intention, job involvement, job



satisfaction, work experience and organizational citizenship behavior (Wong & Tong, 2014; Mathieu & Zajac, 1990; Porter, Steers, Mowday & Boulian, 1974). According to Becker (1960) organizational commitment concept is the employee working in the organization for a longer period and would be lost the employee identity if they resigned. The employee will remain and have a higher commitment to the organization because the organization is able to provide with the benefit, provident fund and retirement fund due to stay with a longer period of time in the organization. Becker's (1960) conceptualization of this situation is the calculative approach to commitment (Wong & Tong, 2014).

Besides, the alternative approach or attitudinal approach have conceptualized the organizational commitment in three factors in shaping the positive attitudes on commitment which are; a strong belief in self and acceptance the goal and value in the organization, willingness to sacrifice and help the organization, and willingness to loyal in the organization. Wong and Tong (2014) found the employee with the high commitment influence have a higher job satisfaction indicates with higher identification and involvement in the organization. For instance, the employee more likely puts the extra effort to achieve the goals and accept the values in order to retain a longer period of time in the organization.

Studies perform by O'Reilly & Chatman (1986) cited by Wong and Tong (2014) reveal the employees' psychological attachment in the organization influence by attitude changes of compliance, identification and internalization. Compliance refer to commitment towards organization by received the rewards, identification is the individual's acceptance in roles, values, and goals in the organization and internalization are the individual goal must align with the organization's goals and values. Lin (2007)

found that the characteristics of employees' commitment to the organization are related to the behavior in the organization, trusty and loyalty, and good relationship with the colleagues. The motivation employees' will influence by the organization with encouraging them to acceptance the organization's goal and value in order remain for a longer period of time in the organization.

Salleh, Nair and Harun (2012) cited in Matieu and Zajac (1990) found that the employees with the high commitment will have good behaviors such as creative and innovative to manage the organization. In an organization, commitment will encourage a stable self-concept and therefore a more predictable and consistent behavior and performance. Meyer and Allen (1997) noted that the high committed to the career indicates the higher intention to stay on their job. Moreover, a study by Meyer et al., (1997); Bergmann, Lester, Meuse and Grahn (2000); James, Madupalli, Brian and John (2007) supported that organizational commitment is positive relationship with individual behavior such as reducing turnover and decrease intention to leave the organization.

Furthermore, Opkara (2004) mentioned that organizational commitment is characterized as employee's willingness to put a great deal of effort beyond that normally expected in order to help the organization to be successful. Thus, Opera (2004) stated that the committed employees surely will develop and learn with their organization and likely less to leave from the organization. In addition, motivation is the one of the strategies for employee satisfied and committed to their jobs. Ayeni & Phopoola (2007) found that job satisfaction and organizational commitment have a strong relationship. Respectively, job satisfaction is characteristic to determine the meet of employees' expectation in the organization.

Interesting study by Lok and Crawford (2001) found that a number demographic variables such as age (Mathieu & Zajac, 1990; Micheals, 1994; Williams & Hazer, 1986), organization tenure (Mathieu & Hamel, 1989; Mathieu & Zajac, 1990) and position tenure (Gregersen & Black, 1992; Mathieu & Zajac, 1990) have significantly positive with organizational commitment. Accordingly, Mathieu & Zajac, (1990) mentioned that attitudinal commitment and behavioral commitment can influence by age.

Chen, Myrtle, Liu and Fahey (2011) as cited in Gregersen and Black (1992) reported that senior employee is more satisfied with their jobs and remain in the organization because they have a good designation, and have “cognitively satisfied”. Cognitively satisfied means the employees are satisfied with their career, jobs, salary, working environment and they are comfortable in the organization. Gregersen et al., (1992) supported that length of services is associated positive linked to attitudinal commitment, and there are significantly positive between length of services and behavioral commitment

## **2.4 Theoretical Perceptions on Career Commitment**

In this study, the researcher used the Herzberg's Motivation-Hygiene Theory as theoretical perceptions on career commitment.

### **2.4.1 Herzberg's Motivation-Hygiene Theory of Motivation**

According to Herzberg, hygiene factors are the process of providing the incentive or threat of punishment to the employees to do something (Hackman, Oldham & Greg, 1976; and Herzberg & Frederick, 1968). For instance, the employees in the organization were not satisfied with their job causes of lack providing good working conditions, opportunities, and lack of supervisor support. This will lead to low performance and motivation in the organization. However, job satisfaction would increase by providing the pay reasonable wages, ensure employees job security, comfortable of working conditions, and create the positive culture in the workplace ("Herzberg's Motivation-Hygiene Theory", 2014). Extrinsic factors such as company policy, supervision, employees' relationship with their boss, work conditions, salary and relationships with peers also lead to employees' satisfaction with their job (Hackman, Oldham & Greg, 1976 and Herzberg & Frederick, 1968). Therefore, Herzberg has introduced a motivating factor to eliminate the dissatisfaction job among employees.

Motivation factors are crucial to enhance employees' performance in the organization. The Herzberg motivation theory leads the employees to motivate with their job even in facing the challenging task (Hackman, Oldham & Greg, 1976). The

employees working in the challenging job have a high motivation to accomplish the task and successfully perform in the organization. Therefore, the employees who have the high motivation would perform well and should be awarded as recognition for their achievement. The employees are motivated to pursue their career because the employees are given the opportunity such as promotion, self-development and career path to enhance their performance and productivity within the organization. High motivation employees show the high commitment to their career and they would stay longer in the organization.

In the research context, the Herzberg's Motivation-Hygiene theory of motivation can be applied in employees' career commitment. According to Blau (1989), Career commitment can be defined as "*One's attitude to one's profession or vocation and involvement in one's profession.*" Behavior and attitude in the organization influence the employees' motivation to perform and commit to their career. Motivation can lead the employees to be more committed and remain within the organization (Hall, 1971). Based on research framework, there are three factors that influence career commitment, namely as self-efficacy, career satisfaction, and organizational commitment. Self-efficacy refers to the employee's confidence in their capacities of knowledge, skills, and ability to perform the challenging task and performing well in the organization (Chen, Gully & Eden, 2001). In order to accomplish the challenging task, the employees needed high motivation for completing their task. Herzberg's Motivation theory was applied to lead the employees motivated to their career, able to solve the problem and confidence in their ability. However, Hygiene theory of motivation refers to the dissatisfaction of employees in the organization because the organization lack of providing the opportunities, job

security, working conditions, lack or superior support. In order to enhance employees' job satisfaction, the employer was introducing the Herzberg's Motivation theory to leads the employees become motivated and encourage them to take a challenging task and performing well in the organization (Hackman, Oldham & Greg, 1976; Herzberg & Frederick, 1968; Schultz & Ellen, 2010).

## **2.5 Relationship between the independent variable (Self-efficacy, Career Satisfaction, and Organizational Commitment) and Career Commitment.**

This subsection described the relationship between self-efficacy, career satisfaction, organizational commitment and career commitment. The discussion will be supported by past literature related to this study.



### **2.5.1 Relationship between Self-efficacy and Career Commitment**

Self-efficacy refers to belief in one's ability to organize and execute the task given and successfully performs and can accomplish the goals (Fu & Chen, 2015). Based on social cognitive theory, the high self-efficacy indicates individuals are willing to accept the job challenging and develop the best effort to face with the setback and obstacle, while the individual with low self-efficacy is more likely to stay away from the challenges. Kossek, Roberts, Fisher, and Demarr, (1988) claims that the individual who has a confidence in one's capability are able to control the emotion, physical, and intellectual resource will be successfully develop in one's profession.

A study by Beas, Salanova (2006), Cappelli (2001), Cherniss (1991), Fu and Chen (2015) revealed that self-efficacy significantly influences with individual's hardiness, effective in problem-solving, the challenging task, self-control, and performance in the organization. The previous finding of Cherniss (1991) found self-efficacy significantly influence to career commitment of human service professional and also stressed that individuals with the higher of professional self-efficacy tend to stay longer within the organization.

Furthermore, the empirical studies by Onyoin (2011) found self-efficacy is significant to career commitment among teaching staff in five public universities located in different regions of Uganda. The previous finding from Tella (2003) ; Pajare and Johnson (1996), Tella, Ayeri and Papoola (2007) found that self-efficacy impact on career commitment of academic librarians in Oyo state of Nigeria.

A study conducted by Niu (2010) found that the foodservice employees indicated that the self-efficacy influence career commitment. Young employees seem more responsible for their job and they must keep the higher level of career commitment to improving their services. Niu (2010) asserted that the employees with high efficacy have a responsible to learn it and develop their career.

## 2.5.2 The relationship between Career Satisfaction and Career Commitment

According to Gupta, Guimaraes, and Raghunathan (1992), career satisfaction influence on career commitment and turnover intention among information center personnel. Similarly in the case with the study of professional employees from variety of the background occupation and organizations found that career satisfaction is significantly linked to career commitment (Poon, 2004).

Fu (2010) stated that career satisfaction is a strong predictor of career commitment among information technology professionals (ITPs) which have ( $\beta=0.48$ , p-value  $< 0.01$ ). Therefore, Fu (2010) stressed that individual who perceived a greater satisfaction indicated that a greater career commitment. Lee, Carswell & Allen (2000) conducted a study of education field and found that career satisfaction is associated relationship to career commitment.

However, previous research from Alexandar, Lichtenstein & Ullman (1998) indicated that a survey conducted of 1106 among nurse personnel found that job satisfaction was negatively correlated to career change intent. Paterson (1994) stated that the survey of 498 professional women and found that career satisfaction was positively significant with career commitment.

Furthermore, a study performed by Poon (2004) indicated that career commitment was significantly positive with career satisfaction. The result has found that career commitment had explained the objective career success in term of salary level and subjective career success is the same concept with recognition and career satisfaction. In addition, Heslin, (2003); Ng, Eby, Sorensen & Feldman (2005) mentioned that some of



the previous researchers had used dimension in career satisfaction as a similar measurement in subjective career success.

A previous study by Karavardar (2014) in Turkey found that career satisfaction is a positive influence on career commitment. Srikanth & Israel (2012) reveals the similar finding with Karavardar (2014). Besides, the individual remained in the organization when they are given the opportunity to manage their own career (Chew & Chan, 2008; Jongseok, 2009). A survey from Malaysia indicated that career commitment is significantly influence with career satisfaction (Poon, 2004). In Poon (2004), people who are highly committed to their career is more likely to set the career goals and performing well in the organization.



**2.5.3 The relationship between Organizational Commitment and Career Commitment**



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Organizational commitment defines as the individual's behavior, feeling and expectations towards their organization to become more committed in their career (Mowday, Steers and Porter, 1979). A study conducted by Goulet and Singh (2002) found that organizational commitment is positively related to career commitment.

Odunayo, Ayodeji, Olaniyi (2014) found that career commitment is significantly related to organizational commitment. Based on the result, the high career commitment is lead to increase on organizational commitment. Odunayo et al (2014) cited by Chang (1999) stated that the individual enter the organization with their career plans. As the employer, they need to identify and know about individual's career needs and make them

attracted to stay along in the organization if they keep strong career desires in the organization.

The previous study among employees of banking sector in Pakistan found that organizational commitment is significantly related with career commitment (Nazish, Amjad, Ali, Mehboob & Rizwan, 2013). This is because the committed individual in the organization would become an asset for the organization and as an employer they want their employees to remain in the organization in order to enhance the productivity and performance of the organization. Abdullah and Ramay (2012) found organizational commitment is significantly influence with career commitment.

## **2.6 Summary of hypotheses development**

H1: There is significant relationship between self-efficacy and career commitment.

H2: There is significant relationship between career satisfaction and career commitment.

H3: There is significant relationship between organizational commitment and career commitment.

## 2.7 Theoretical Framework

The theoretical research framework was developed based on the review of the literature. Based on the theoretical research framework, the dependent variable is a career commitment and independent variables consist of self-efficacy, career satisfaction, and organizational commitment. Based on the review of literature, the theoretical research framework was suggested as following below:

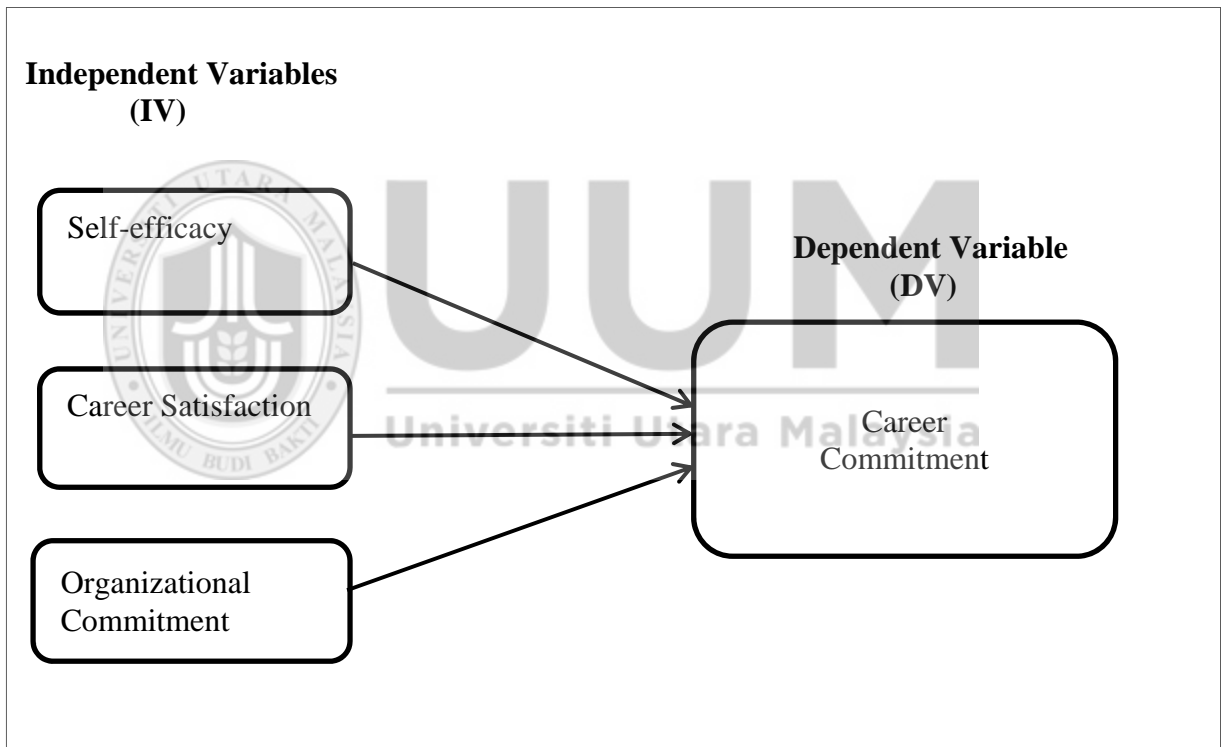


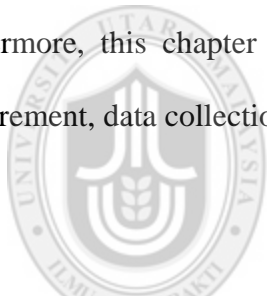
Figure 2.1  
Research Framework

## CHAPTER 3

### METHODOLOGY

#### 3.1 Introduction

This chapter described the research design and method used in the process of conducting the research. The purpose of this study is to determine the relationship between self-efficacy, career satisfaction, organizational commitment and career commitment. Furthermore, this chapter will present the research design, population and sampling, measurement, data collection procedures, and data analysis.



#### 3.2 Research Design

In this study, the quantitative research design was used to measure the relationship between self-efficacy, career satisfaction and organizational commitment influence career commitment. According to Chua (2012), a quantitative research design is a numerical data and the data collected is analyzed by using the statistical mathematics.

In addition, a cross-sectional study was used for this study. This is because data obtained from the cross-sectional study is more accurate and less biased (Sekaran & Bougie, 2009). In addition, the researcher stated that the actual survey is the main procedure to acquire data for this study (Cavana, Delahaye & Sekaran, 2001). Besides,

due to limited resource and time constraint to collect the data, a cross-sectional study is relevant rather than a longitudinal study. A longitudinal study is not relevant to this study because it takes a long time to obtain the results (Sekaran, 2010). Moreover, in order to collect the data in this study the researcher used self-administrated questionnaires. By using self-report, pen, and paper, the respondents completed answering the questionnaires. A cover letter attached together to avoid the issues arising during the data collection and mentioned that all responses would be treated as private and confidential.

### **3.2.1 Source of Data**

In this study, the primary data and secondary data were used to obtain the data. Sekaran and Bougie (2012) stated that primary data is data collected by the researcher for the specific purpose of the study. Primarily, the data was collected through the survey by distributing the questionnaire to respondents. In addition, secondary data taken from books, academic journals, publications and others materials related to the study.

### **3.3 Population and Sampling**

Population refers to a larger number of group or entities that the researcher wants to investigate and share some common set of characteristics necessary by the researcher (Zikmund, Babin, Car & Griffin, 2013). The study was conducted at a manufacturing industry at Johor Bahru. The unit analyses of this study are the engineer. Therefore, the population of this study is 300 engineers which are working at the engineering department in a manufacturing industry at Johor Bahru.

Samples are subsets of the population which are generalized to the whole population of study. In this study, convenience sampling was used as a sampling technique. Convenience sampling refers to non-probability sampling technique which data collection is obtained from the respondents who was selected and available to participate in this study (Zikmund, Babin, Car & Griffin, 2013). By using convenience sampling technique, the researcher gets the fast feedback from the respondents. According to Krejcie and Morgan (1970), for 300 of total populations, there are 169 of the sample size of are selected in this study.

### **3.4 Definition Operation and Measurements**

The data is collected through the survey which consists of multiple questions. The questionnaire contains quantitative measures of career commitment, self-efficacy, career satisfaction, organizational commitment and demographic profile of the respondents. On the other hand, the questionnaire was distributed in English version which contains 42

questions and divided into 5 sections. The full questionnaire version is exhibited in Appendix A.

For section one, respondents were asked to indicate their demographic profile which is the measurement for gender, age, race, the highest academic achievement, the length of services in the organization, monthly salary, and marital status. In section two, dependent variable scale namely career commitment measurement which consists of seven scales. In section three, there are eight measurement scales for self-efficacy. Section four contains five measurement scales for career satisfaction and section five comprises of fifteen scales of organizational commitment.

In this study, the Seven-Point Likert scale (1 =strongly disagree to 7= strongly agree) is used in the questionnaires. Table 3.1 show the Seven Point Likert Scale used in the questionnaire to measure dependent variable and independent variables.

Table 3.1  
*Seven-Point Likert Scale for Independent and Dependent Variables*

Strongly Disagree	Disagree	Somewhat Disagree	Neither Disagree or Agree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

### 3.4.2 Career Commitment Measures

The instrument measured for career commitment was adopted from Blau (1985) which comprises of seven items. Blau (1985) defined career commitment as “one’s attitude to one’s profession or vocation”. Past researchers such as Srikanth and Israel (2012), Karavardar (2014), and Chen, Myrtle, Liu and Fahey (2011) have used this instrument and reveal high-reliability result. Blau (1985) study indicated the coefficient of Cronbach Alpha of 0.67, Srikanth and Israel (2012) reveal results of 0.849, Karavardar (2014) obtain the value of 0.786 and Chen, Myrtle, Liu and Fahey (2011) show the reliability results of 0.74. Chua (2012) also stated that the high Cronbach Alpha value is reliable and appropriate to use in the study. Operational definitions and the items of career commitment are presented in Table 3.2.

Table 3.2  
*Operational Definitions and Items for Career Commitment*

<b>Dependent Variable</b>	<b>Operational Definitions</b>	<b>Items</b>
Career Commitment	“One’s attitude to one’s profession or vocation and involvement in one’s profession.” The individual’s attitude and motivation in one’s career choice which is the individual commitment to the career with setting the high goals and put effort to pursue the goals even in facing challenges.	<ol style="list-style-type: none"> <li>1. I would go into different industry if paid the same.(R)</li> <li>2. I want a career in this industry.</li> <li>3. If I could do it all over, I would not choose this field.(R)</li> <li>4. If I had all the money needed, I still work in this field.</li> <li>5. I like vocation too well to give it up.</li> <li>6. This is the ideal vocation for a life work.</li> <li>7. I am disappointed that I ever entered this industry. (R)</li> </ol>

Source: Blau (1985)

*R : Reverse Code*



### 3.4.3 Self-efficacy Measures

The instrument measured for self-efficacy was developed from Chen, Gully and Eden (2001) which comprise of 8 items. Past researchers such as Scherbaum, Cohen-Charash and Kern (2006), Ng Earl (2008) and Watson (2007) have tested this instrument and indicated the high reliability. Chen, Gully and Eden (2001) found the value of Cronbach Alpha for this instrument is 0.88 while Scherbaum, Cohen-Charash and Kern (2006) indicated the reliability results of 0.85, Ng Earl (2008) obtain 0.86 and Watson (2007) reveal results of 0.73. The operational definitions and items for self-efficacy are illustrated in Table 3.3.

Table 3.3  
*Operational Definitions and Items for Self-efficacy*

Variable	Operational definition	Items
Self-efficacy	The individual's belief in his or her ability to perform the task challenge and performing very well.	<ol style="list-style-type: none"><li>1. I will be able to achieve most of the goals that I have set for myself.</li><li>2. When facing difficult tasks, I am certain that I will accomplish them.</li><li>3. In general, I think that I can obtain outcomes that are important to me.</li><li>4. I believe I can succeed at most any endeavor to which I set my mind.</li><li>5. I will be able to successfully overcome many challenges.</li><li>6. I am confident that I can perform effectively on many different tasks.</li><li>7. Compared to the other people, I can do most tasks very well.</li><li>8. Even when things are tough, I can perform quite well.</li></ol>

Source: Chen, Gully &Eden (2001)

### 3.4.4 Career Satisfaction Measures

The instrument tested for career satisfaction was adopted from Greenhaus, Parasuraman and Wormley (1990). They reported that the value of Cronbach Alpha is 0.88. There are five instruments measured in this study. Jen-Fu (2010) had tested this instrument and his study indicated the Cronbach Alpha value of 0.90. Past researchers such as Aryee and Luk (1996) and Aryee et al (1994) show the value of Cronbach Alpha is 0.88. Another study by Srikanth and Israel (2012) reveal the value of Cronbach Alpha of 0.816. Table 3.4 presents the operational definitions and the items of career satisfaction.

Table 3.4  
*Operational Definitions and Items for Career Satisfaction*

Variable	Operational Definition	Items
Career Satisfaction	The level of individual satisfaction with the achievement and advancement through one's choice careers which resulted in performance.	<ol style="list-style-type: none"> <li>1. I am satisfied with the success I have achieved in my career.</li> <li>2. I am satisfied with the progress I have made toward achieving my overall career goals.</li> <li>3. I am satisfied with the progress I have made toward meeting my goals for income.</li> <li>4. I am satisfied with the progress I have made toward meeting my goals for advancement.</li> <li>5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.</li> </ol>

Source: Greenhaus, Parasuraman & Wormley (1990)

### 3.4.5 Organizational Commitment Measures

The instrument measured for organizational commitment was adopted from Mowday, Steers and Porter (1979) which comprises of 15 items. Researchers such as Blau (1989), Goule and Singh (2002) and Yap, Robert, Hannan and Cukier (2010) have tested this instrument in their study. The study performed by Mowday, Steers and Porter (1979) found the coefficient of Cronbach Alpha is consistently high, ranging from 0.82 to 0.93. Blau (1989) show the reliability of 0.90, Gaulet and Singh (2002) obtain the reliability results of 0.91 while Yap, Robert, Hannan and Cukier (2010) indicated the results of 0.87. Operational definitions and the items of organizational commitment are presented in Table 3.5.

Table 3.5  
*Operational Definitions and Items for Organizational Commitment*

Variable	Operational definition	Items
Organizational commitment	The individual's behavior, feeling and expectations towards their organization to become more committed in their career.	<ol style="list-style-type: none"> <li>1. I am willing to put in a great deal of efforts beyond that normally expected in order to help this organization be successful.</li> <li>2. I talk up this organization to my friends as a great organization to work for.</li> <li>3. I feel very little loyalty to this organization. (R)</li> <li>4. I would accept almost any type of job assignment in order to keep working for this organization. (R)</li> <li>5. I find that my values and the organization's values are very similar.</li> <li>6. I am proud to tell others that I am part of this organization.</li> <li>7. I could just as well be</li> </ol>



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- working for a different organization as long as the type of work was similar. (R)
8. This organization really inspires the very best in me in the way of job performance.
  9. It would take very little change in my present circumstances to cause me to leave this organization. (R)
  10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
  11. There's not too much to be gained by sticking with this organization indefinitely. (R)
  12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (R)
  13. I really care about the fate of this organization.
  14. For me, this is the best of all possible organizations for which to work.
  15. Deciding to work for this organization was the definite mistake on my part. (R)
- 

Source: Mowday, Steers & Porter (1979)

*R: Reverse Code*

### 3.5 Pilot Test

A pilot test was conducted on 7th until 9th March 2016. The purpose was to verify the reliability of Cronbach alpha's value for each dimension in the instrument. During conducted pilot study, 35 samples of questionnaires were distributed to engineers who are working at an oil and gas company in Johor Bahru. The result shows that the reliability of Cronbach's alpha for each dimension is between 0.8 to 0.9 and reliable to use for further study. The reliability results of Cronbach alpha's value for each variable are illustrated in Table 3.6 and the items are valid and will be used for actual data collection.

During the pilot test, the respondents were asked to state the comments regarding the questions and the terms or language using in the questionnaire. From the comments received, the respondents stated that they can understand all the questions but they are confused with the word "vocation" in section two, question number five and six.

Thus, the researcher took note and make changes to the questions using the easier word or synonym for the actual data survey. Therefore, the questions changed are demonstrated in Table 3.7.

Table 3.6  
*Reliability Results of Pilot Test*

<b>Variables</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
Career Commitment	7	0.712
Self-efficacy	8	0.894
Career Satisfaction	5	0.963
Organizational Commitment	15	0.733

Table 3.7  
*The Questions Changed in Section 2: Career Commitment*

<b>Pilot test</b>	<b>The actual data of survey</b>
Q5. I like <i>vocation</i> too well to give it up.	Q5. I like this <i>job</i> too well to give it up.
Q6. This is the ideal <i>vocation</i> for life work.	Q6. This is the ideal <i>career</i> for life work.

### 3.6 Data Collection Procedures

The survey was conducted to determine the career commitment among engineer in a manufacturing in Johor Bahru. The survey was conducted on 21<sup>st</sup> until 28<sup>th</sup> March 2016. The researcher contacted with the Human Resource Department. Once HR Department has approved, the researcher sends the questionnaires to HR Department. The questionnaires were distributed with the assistance of HR person. After one week, the researcher received the feedback from HR Department to collect the questionnaires.

### **3.7 Data Analysis Techniques**

The data analysis discussed the technique used to analyze the data from the returned questionnaire. According to Sekaran and Bougie (2010), data coding is the number of participants' response which would be entered into the database. In this study, the appropriate database used to analyze the data is "Statistical Package for Social Sciences" (SPSS) version 22. All the results will be performed by using descriptive statistics which contains frequency, percentage, and mean. While, inferential statistics such as factor analysis, reliability analysis, Pearson correlation and multiple regressions were conducted to obtain the result. Besides, in this study Kaiser-Mayer Olkin (KMO) test was also used to analyze the data and for further analysis.

Furthermore, by using reliability analysis, the Cronbach's alpha was calculated to determine the consistency and reliability of the instrument. In addition, Pearson Correlation Analysis was used to examine the relationship between independent variables (self-efficacy, career satisfaction and organizational commitment) with the dependent variable (career commitment). Thus, in order to determine which variables significantly influence career commitment, the multiple regression analysis was used in this study.

### **3.8 Conclusion**

As a conclusion, this chapter describes the research method applied in this study. Chapter 3 discusses the research design, the source of data, the definition and measurement of each variable, data collection and the data analysis technique. In this study, the pilot study results were presented to measure the reliability of instrument and evaluate the understanding of the language used in the questionnaire. The reliability result of the pilot study will be used for further analysis.





## **CHAPTER 4**

### **DATA ANALYSIS AND FINDINGS**

#### **4.1 Introduction**

This chapter discusses the results of data analysis and findings of the study. The data was analyzed by factor analysis, reliability analysis, descriptive statistics (frequencies and percentage), correlation analysis, and regression analysis. In addition, descriptive analysis was used to analyze the respondents' demographic profile such as gender, age, race, highest academic achievement, the length of employment in this organization, monthly salary, and marital status. Furthermore, regressions are used to analyze the relationship between independent variables (self-efficacy, career satisfaction and organizational commitment) and the career commitment as the dependent variables.

#### **4.2 Response Rate**

The sample size of this study is 169, but the researcher distributed 200 questionnaires to increase the percentage of response rate among employees. The questionnaires were distributed to 200 engineers designated in a manufacturing company located in Johor Bahru. The total questionnaires returned were 133 which make up 66.5% of response rate. According to Rubin and Babbie (2009), the acceptable response rate at least 50% for

reporting and analyze the data, while 60% response rate is good and a response rate of 70% is very good. In this study, the response rate is 66.5% and it shows a good response rate percentage. The total of respondent rate presented in Table 4.1.

Table 4.1  
*The Total of Respondent's Rate Feedback*

<b>Questionnaire</b>	<b>Total</b>	<b>Percentage (%)</b>
Questionnaire distributed	200	100
Questionnaire returned	133	66.5
Usable Questionnaire	133	66.5

### **4.3 Respondents' Demographic Profile**

Based on the findings, 69.9% of the respondents were male and only 30.1% were female. For marital status, the majority of respondents in the survey were married (65.4%) and 34.6% respondents were single. Furthermore, the majority of the engineers in this organization with 62.4% were senior engineers aged range between 30 to 49 years old and the rest (31.6 %) of the engineers were junior engineer aged between 20 to 29 years old. There were several races working in this organization, and Malay has the highest percentage of respondents (91.7%), followed by Chinese (2.3%), Indians (1.5%), and other (1.5%).

Furthermore in term of academic qualification, majority of respondents (96.2%) who have a Bachelor degree and (3.8%) who have a Master's Degree. The highest percentage length of service among engineers was between 6 to 10 years with 37.6% and the lowest range between 16 to 20 years with 3.0%. Majority of the engineers working in

the organization (43.6%) received a monthly salary between RM 2,501.00 to RM 5,000.00. Meanwhile, only 3.0% of respondents have received the salary more than RM10, 000.00 per month. The respondents demographic characteristics are presented in Table 4.2.

Table 4.2  
*Respondents Demographic Characteristics*

<b>Demographic</b>	<b>Characteristics</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Gender	Male	93	69.9
	Female	40	30.1
Age	20-29 years	42	31.6
	30-39 years	67	50.4
	40-49 years	16	12.0
	50-59 years	8	6.0
Race	Malay	122	91.7
	Chinese	7	5.3
	Indian	2	1.5
	Other	2	1.5
Academic qualification	Master's Degree	5	3.8
	Bachelor Degree	128	96.2
Length of service	Less than 1 year	12	9.0
	1-5 years	45	33.8
	6-10 years	50	37.6
	11-15 years	17	12.8
	16-20 years	4	3.0
	More than 21 years	5	3.8
Monthly salary	RM 1,001 to RM 2,500	9	6.8
	RM 2,501 to RM 5,000	58	43.6
	RM 5,001 to RM 7,500	40	30.1
	RM 7,501 to RM 10,000	22	16.5
	More than RM 10,000	4	3.0
Marital status	Single	46	34.6
	Married	87	65.4

## **4.4 Factor Analysis**

Factor analysis being one of the data reduction technique included in SPSS. According to Pallant (2010), by using factor analytic techniques, the large number of variables or items' scale will be refined and reduced to form a smaller number of subscales. Piaw (2012) stress that factor analysis also measure the content of validity of items.

### **4.4.1 Prerequisite Test for Factor Analysis**

In order to execute the factor analysis process, the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test were evaluated. A rule of thumb is that KMO value should be greater than 0.5 for satisfactory factor analysis to proceed (Kaiser, 1974). Therefore, KMO value of 0.70 to 0.79 is considered good, while the value of 0.80 and over is considered excellent (Hair et al., 2006). According to Pallant (2010), Bartlett's Test value should be less than 0.05 indicates acceptable to continue with factor analysis.

### **4.4.2 Factor Loading**

Tabachnick and Fidell (2007) and Comrey and Lee (1992) suggested the value of factor loading cut off point of 0.3 (poor), 0.4 (fair), 0.5 (good), 0.6 (very good) or 0.7 (excellent). This study will use 0.5 cut off point as the factor loading value which means items score above or equal to 0.5 will converge in the same factor (Hair et al., 2006). Besides that, this study applies the fixed number of factors which means the factors was extracted to one factor (unidimensional). This is because the combination of factors is

purely a subjective decision, aimed at reducing the number of extracted factors to a smaller, more manageable, and ultimately more meaningful set of factor (Ho, 2013).

#### 4.4.3 Factor Analysis on Career Commitment

Kaiser-Meyer-Olkin (KMO's) value for career commitment is 0.78 and it is acceptable for further analysis. Table 4.3 show that only 5 items (CC2, CC4, CC5, CC6 and CC7) were used for further analysis. Two items (CC1, CC3) were deleted from the items scale due to low loading. Table 4.3 illustrated KMO and Barlett's Test for Career Commitment and Table 4.4 showed the factor analysis result of career commitment.

Table 4.3  
*KMO and Barlett's Test for Career Commitment*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.782
Bartlett's Test of Sphericity	Approx. Chi-Square	271.169
	df	21
	Sig.	0.000

Table 4.4  
*Factor Analysis Result of Career commitment*

	<b>Items</b>	<b>Factor 1</b>
CC5	I like this job too well to give it up.	0.822
CC6	This is the ideal career for life work.	0.805
CC2	I want a career in this industry.	0.803
CC4	If I had all the money needed, I still work in this field.	0.618
CC7	I am disappointed that I ever entered this industry.	0.616

#### 4.4.4 Factor Analysis on Self-efficacy

KMO's value of 0.85 is acceptable for further analysis. Factor analysis for self-efficacy was initially conducted on 8 items, but only seven items (SE1, SE2, SE4, SE5, SE6, SE7, SE8) were retained for further analysis. One item (SE3) was deleted because the value is less than 0.5 and it is considered as the lowest loading. Table 4.5 illustrated KMO and Bartlett's Test for Self-efficacy and Table 4.6 showed the factor analysis result of Self-efficacy.

Table 4.5  
*KMO and Bartlett's Test for Self-efficacy*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.858
Bartlett's Test of Sphericity	Approx. Chi-Square	385.708
	df	28
	Sig.	0.000

Table 4.6  
*Factor Analysis Result of Self-efficacy*

	Items	Factor 1
SE8	Even when things are tough, I can perform quite well.	0.778
SE5	I will be able to successfully overcome many challenges.	0.769
SE2	When facing difficult tasks, I am certain that I will accomplish them.	0.743
SE6	I am confident that I can perform effectively on many different tasks.	0.742
SE7	Compared to the other people, I can do most tasks very well.	0.736
SE4	I believe I can succeed at most any endeavor to which I set my mind.	0.714
SE1	I will be able to achieve most of the goals that I have set for myself.	0.680

#### 4.4.5 Factor Analysis on Career Satisfaction

KMO's value for factor analysis of career satisfaction is computed of 0.86 and it is acceptable to conduct for further analysis. Factor analysis of career satisfaction was originally conducted on 5 items (CS1, CS2, CS3, CS4, CS5). Therefore, all the items value is more than 0.5 and the items on career satisfaction will be accepted for loading factor. Table 4.7 illustrated KMO and Barlett's Test for career satisfaction and Table 4.8 showed the factor analysis result of career satisfaction.

Table 4.7  
*KMO and Barlett's Test for Career Satisfaction*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.864
Bartlett's Test of Sphericity	Approx. Chi-Square	584.664
	df	10
	Sig.	.000

Table 4.8  
*Factor Analysis Result of Career Satisfaction*

	Items	Factor 1
CS2	I am satisfied with the progress I have made toward achieving my overall career goals.	0.912
CS4	I am satisfied with the progress I have made toward meeting my goals for advancement.	0.902
CS1	I am satisfied with the success I have achieved in my career.	0.899
CS3	I am satisfied with the progress I have made toward meeting my goals for income.	0.897
CS5	I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	0.858

#### 4.4.6 Factor Analysis on Organizational Commitment

KMO's value for organizational commitment is calculated at 0.80 and it is acceptable to be utilized conduct for further analysis. Factor analysis on organizational commitment was originally conducted on 15 items. There are 8 items on organizational commitment that would be used for further analysis (OC1, OC2, OC5, OC6, OC8, OC10, OC13, OC14) while 7 items (OC3, OC4, OC7, OC9, OC11, OC12, OC15) were deleted due to the low value of factor loading. Table 4.9 illustrated KMO and Barlett's Test for organizational commitment and Table 4.10 showed the factor analysis result of organizational commitment.

Table 4.9  
*KMO and Barlett's Test for Organizational Commitment*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.806
Bartlett's Test of Sphericity	Approx. Chi-Square	743.628
	df	105
	Sig.	0.000

Table 4.10  
*Factor Analysis Result of Organizational Commitment*

	Items	Factor 1
OC2	I talk up this organization to my friends as a great organization to work for.	0.780
OC6	I am proud to tell others that I am part of this organization.	0.772
OC8	This organization really inspires the very best in me in the way of job performance.	0.753
OC10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	0.732
OC1	I am willing to put in a great deal of efforts beyond that normally expected in order to help this organization be successful.	0.676
OC13	I really care about the fate of this organization.	0.577



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OC14	For me, this is the best of all possible organizations for which to work.	0.561
OC5	I find that my values and the organization's values are very similar.	0.506

---

#### 4.5 Reliability Analysis

After factor loading was conducted, a reliability analysis was done on each variable. The value of Cronbach's alpha will determine the internal consistency and correlation for each item for measuring the reliability (DeVellis, 2003). DeVellis (2003) also suggested that the Cronbach alpha coefficient should be above 0.70 to be considered as acceptable, while the value of 0.80 is preferable and reliable.

With reference to table 4.11, the Cronbach's alpha for career commitment computed being 0.805, self-efficacy indicated at 0.862, career satisfaction at 0.937, while the Cronbach's alpha coefficient of organization commitment reveal being 0.846. The result of Cronbach's alpha showed all the dimensions are reliable and suitable to be used for further analysis. The Cronbach's alpha values are illustrated in Table 4.11.

Table 4.11  
*The Result of Reliability Analysis*

<b>Variables</b>	<b>Number of Items (after conducted factor analysis)</b>	<b>Cronbach's Alpha value (<math>\alpha</math>)</b>
Career Commitment	5	0.805
Self-efficacy	7	0.862
Career satisfaction	5	0.937
Organizational commitment	8	0.846

---

#### 4.6 Descriptive Analysis

Descriptive analysis was used to identify the entire range of responses for each variable in the form of means and standard deviation. The mean value was obtained from the measurement of the variables from the Seven Likert scale, which means the higher the number on the seven point scale indicated higher goodness variables. The value closer to seven provided the positive answer, while value close to zero reflect the negative thought of respondents.

In addition, the mean value equal to or greater than 6 showed high agreement with certain criteria, while the mean values equal to or less than 3 are considered as low, and the mean value of 4 and 5 being considered as moderate agreement.

In this study, the mean value indicated as moderate. Self-efficacy being the higher mean value at 5.79 and career satisfaction is the lowest at 4.90. The result of descriptive analysis being presented in Table 4.12.

Table 4.12  
*The Result of Descriptive Analysis*

<b>Variables</b>	<b>Mean</b>	<b>Std. Deviation</b>
Career Commitment	5.40	0.98
Self-efficacy	5.79	0.65
Career Satisfaction	4.90	1.20
Organizational Commitment	5.23	0.75

#### 4.7 Pearson Correlation Analysis

Pearson Correlation analysis was conducted to identify the relationship between the independent variables (self-efficacy, career satisfaction, and organizational commitment) and dependent variable (career commitment). In addition, Pearson Correlation analysis was also used to prove the hypotheses that have been established in this study. The strong relationships between these two variables were also analyzed to identify its significance. According to Pallant (2010) and Cohen (1988) suggested  $r = 0.10$  to  $0.29$  is small relationship,  $r = 0.30$  to  $0.49$  being medium relationship,  $r = 0.50$  to  $1.0$  is large strength correlation.

Table 4.13  
*The Result of Person Correlation Analysis*

	Career Commitment	Self-efficacy	Career Satisfaction	Organizational Commitment
Career Commitment				
Self-efficacy	0.51**			
Career Satisfaction	0.29**	0.40**		
Organizational Commitment	0.51**	0.44**	0.52**	

n = 133

\*\* p < 0.01 level (1-tailed)

According to Table 4.13, the result of Pearson Correlation Analysis for self-efficacy, career satisfaction and organizational commitment has significant and positive correlation with career commitment. However, there are different levels of significant levels between each variable. Besides that, based on the result of Pearson Correlation

Analysis, organizational commitment show strong relationship ( $r = 0.51$ ,  $p < 0.01$ ), followed by self-efficacy which has a medium relationship ( $r = 0.51$ ,  $p < 0.01$ ). Thus, career satisfaction result has low relationship with career commitment ( $r = 0.29$ ,  $p < 0.01$ ).

#### **4.8 Multiple Regressions**

Multiple regressions were conducted to investigate the effect, influence and impact of the independent variable on the dependent variable. The result of the multiple regression analysis being stipulated as below.

The R-value of 0.603 showed that the correlation between independent variables and a dependent variable. R Square ( $R^2$ ) explains the variance, which is 0.364. It means that self-efficacy, career satisfaction, and organizational commitment explained 36.4% of the variance in career commitment.

F-value being 24.606 showed that the significance level at 0.000. This means the F-value of the independent and dependent variable have good relation in this study. The result of the study showed that 36.4% of the variance have influences on career commitment and while 63.6% of the variance is explained by other factors.

Zikmund & Babin (2013) stated that the standardized regression coefficient (beta,  $\beta$ ) determines the strength of the relationship between independent variables and a dependent variable where higher absolute values indicate stronger relationship (range from  $-1$  to  $1$ ). The level significant at 5% level ( $p \leq 0.05$ ) and significant at 1% level ( $p$

$\leq 0.01$ ) determines the significant of the result. The level significant of this study will be used being significant at 5% ( $p \leq 0.05$ ) or less.

The result output from the regressions result indicated that only two variables have positive value of standard coefficient Beta ( $\beta$ ). Self-efficacy has a significant value of 0.000 with standard coefficient Beta ( $\beta$ ) of 0.360, followed by organizational commitment with a significant value of 0.000, and standard coefficient Beta ( $\beta$ ) of 0.379. However, from the regressions result, career satisfaction does not indicated significant relationship with career commitment ( $\beta = -0.049$ ,  $p = 0.567$ ). Table 4.14 illustrated the result of multiple regression.

Table 4.14  
*The Result of Standard Coefficient Beta ( $\beta$ )*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.116	.658		-.176	.861
Self-efficacy	.537	.120	.360	4.477	.000
Career Satisfaction	-.040	.069	-.049	-.574	.567
Organizational commitment	.495	.113	.379	4.374	.000

\* $p < 0.000$

Dependent variables: Career Commitment

R value = 0.603

$R^2 = 0.364$

$F = 24.606^{**}$

#### 4.9 Summary of Hypotheses Testing

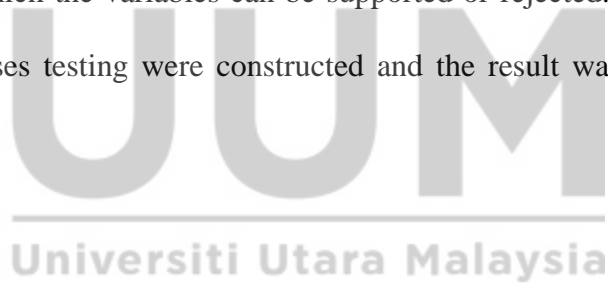
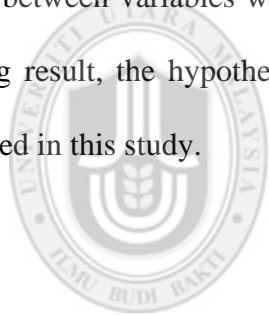
The result of hypotheses was obtained after conducted the standard of coefficient beta regressions, with significant level  $p \leq 0.05$ . Based on the result of the study, there were two hypotheses supported and one hypothesis were rejected. Table 4.15 presents the result of hypotheses testing.

Table 4.15  
*The Summary Result of Hypotheses Testing*

	<b>HYPOTHESES</b>	<b>RESULTS</b>
H1	There is significant influence between self-efficacy and career commitment.	<b>Supported</b>
H2	There is significant effect between career satisfaction and career commitment.	<b>Rejected</b>
H3	There is significant influence between organizational commitment and career commitment.	<b>Supported</b>

#### 4.10 Conclusion

This chapter discusses the finding and analysis result of the study. The analysis of data was conducted by using the Statistical Package for Social Sciences (SPSS) version 22. The results of factor analysis were carried to determine the validity of each item. The reliability of Cronbach's alpha was used for further analysis. Thus, from the result of the Pearson Correlation, there is a significant relationship between independent variables (SE, CS, OC) and dependent variable (CC). The purpose of multiple regressions is to examine the relationship between several independent or predictor variables and a dependent or criterion variable. The result of multiple regressions will determine the effect between variables which the variables can be supported or rejected. Based on the finding result, the hypotheses testing were constructed and the result was successfully obtained in this study.



## **CHAPTER 5**

### **DISCUSSION, RECOMMENDATIONS, AND CONCLUSIONS**

#### **5.1 Introduction**

In this chapter, findings from analysis of result in chapter 4 will be discussed. There are four sections elaborated namely the discussion of research objectives, the implication of the research findings, recommendations for future research, the limitation of the study and the conclusion of the study.

#### **5.2 Discussion of the study**

The purpose of this study is to examine the relationship between self-efficacy, career satisfaction, and organizational commitment and career commitment. The objective of this study were (i) to determine the effect of self-efficacy on career commitment, (ii) to examine the influence of career satisfaction on career commitment, (iii) to identify the effect of organizational commitment on career commitment. The result of the study indicated that two hypotheses were supported while one of the hypotheses was not supported.



### **5.2.1 To determine the effect of self-efficacy on career commitment.**

The first research objective of this study is to determine the effect of self-efficacy on career commitment. Based on the correlations and regressions result in Table 4.13 and 4.14, there is significant relationship between self-efficacy and career commitment ( $r = 0.51, p < 0.01$ ) and ( $\beta = 0.360, p < 0.000$ ). Self-efficacy significantly influence on career commitment because as an engineer in a manufacturing company, it is important for them to heighten their confidence in their capabilities to accomplish the job challenge and meet with organization standard and requirement.

Based on gender selection, it is shown that male employees have higher response compared to female employees. This due to nature of engineering profession that required high self-efficacy to deal with varied clients and able to solve the technical problem within cost, time and requirement. Hence, they need to have high confidence level to convince their client and believe in their capabilities to accomplish and solve their task based on the decision that they made. According to Fu and Chen (2015), high self-efficacy of male employees demonstrated that they have higher career commitment to the organization.

In the company, the 62.4% were aged between 30-49 years old which consist of senior engineers or mid-level employees. Generally, senior engineers have experience, skills, knowledge, motivation and capabilities towards their employment. Thus, senior engineer with high self-efficacy is able to guide, motivate and lead their junior engineers to become committed and successful in their career.

The length of service of the engineer can also influence their self-efficacy in this company. Demographic patent of employee services in the company shown most of the engineer (50.4%) are senior engineers. They have experience, high motivation and confidence to accomplish their assignment and able to help the organization to be successful.

Furthermore, most of the senior engineers aged between 30 to 49 years old were married and demonstrate high self-efficacy and committed to the career because they have responsibility to take care of their family. Thus, they need to ensure their job security, the longevity of the organization and remain in the organization with the highest performance.

Besides that, the academic qualification also influence the level of self-efficacy because they believe and confidence with their knowledge and training capability to accomplish their task or assignment given. They have the motivation to be more committed to the career and have a higher confidence level of self-efficacy in order to achieve performance in the organization.

Therefore, the organization is able to perform efficiently because it lead with experience senior engineers monitored by a few numbers of managers able to lead and guide their junior engineer to gain high self-efficacy in this company. Junior engineer will be more motivated and committed to tackle challenging job or task with the guidance from their experience senior engineers. This will subsequently boost their self-efficacy in the organization and their career. The effective leadership in the organization will impact

employees and organization performance because the efficient employees affect career commitment in each level of employee within the organization.

Lin and Li (2013) stated that the positive attitudes are influenced by individual motivation on career commitment. The employees who have the high career commitment will express high motivation in the workplace. Lin and Li (2013) also claimed that high motivation presented the concept of self-efficacy and it is related to the performance. The sense of accomplishment can be achieved if the employees have the motivation, well-being and also confidence in one's ability in the organization. Besides that, the employees who have remained longer with the organization gain more experience, confidence to take job challenge and able to accomplish the task because they have capacity of knowledge, skills and the ability. The employees with high experience will increase their self-efficacy and, this affect their career commitment because they have skills to do their job.

This is in line with the work by Niu (2010) who conducted a study in the food services industry demonstrated that there was a positive correlation between self-efficacy and career commitment. Most of the employees who are involved in the food service industry consist of young employees. Niu (2010) stated that young employees are responsible for their job, fast learner and able to develop their self which impacts their career commitment. Consistently, the result of this study is similar to the study conducted by Klassen and Chiu (2011) where they found that teachers with high self-efficacy are highly committed to the profession because they are confident in managing the student behavior.

The result of this study is also similar with the study conducted by Fu and Chen (2015) who found that self-efficacy is positively related to career commitment among Information Technology (IT) professional in Taiwan. IT employees demonstrate high self-efficacy because they believed in themselves to confront with problem solving, self-control, and task challenge and difficult situation in the organization. Thus, previous results of the study supported the findings in this study where there are significant effects of self-efficacy on career commitment.

### **5.2.2 To examine the influence of career satisfaction on career commitment.**

The second research objective of this study is to examine the influence of career satisfaction on career commitment. Based on the regressions result in table 4.14, there is no significant influence between career satisfaction and career commitment. The relationship between career satisfaction and career commitment was not supported in this research.

This is because the engineers in the manufacturing company probably have been working on the same task or assignment for a long period of time; as such they tend to perceive no new skill development in organizations. The engineers require new development or training using new technology, especially among young engineers in order to remain competitive in this high technology sector. By enhancing their skills, knowledge and ability, they are able to resolve the technical problem arise faster within the organization. However, with no new skills or developments implemented by the organization, they cannot perform efficiently, thus these will lead to lack of career

satisfaction among employees. This could result in low productivity and performance among the engineers.

In addition, it could be due to lack of career advancement in the current employment, especially for engineers who have longer service in the organization. Career advancement is an essential part for engineers to enhance their skills, the ability to solve the problem, critical thinking, and potential in management skills and leadership skills in order to possess their advancement within the organization. Lack of career advancement could causes engineers not to be satisfied with their career and possibility leave the organization.

Furthermore, recognition of their achievement can make them committed to their careers and motivate them to perform well in the organization. The employees perceived that the organization would appreciate their effort and energy in contribution to their organization. Hence, there are likelihood that the engineers in this manufacturing company are not satisfied with their career because they did not receive good recognition in the organization for their achievement.

These findings are contrary to studies done by previous studies. Srikanth and Israel (2012) indicated that career satisfaction is significantly positive with career commitment. This is because the employees are satisfied with their careers due to the organization providing a good salary and rewards, recognition of the achievement, promotion, and bonuses based on their performance's result. Career success leads the employees to perform in their performance to achieve the self-actualization during the employment in the organization. Srikanth and Israel (2012) cited in Punnett et al., (2007)

found that career satisfaction influence career success which is associated closely with self-esteem and affect higher on career commitment. Nevertheless, less career satisfaction also gives negative impact on the career commitment. It could decrease performance ratings, which could result in less job challenges, job responsibility and recognition, which could lead to lower career satisfaction among employees.

In addition, the result of this study is also contrary to the study by Fu and Chen (2015) who conducted the study on Information Technology Professionals' employees in Taiwan found that career satisfaction is positively related to career commitment to the organization. According to them, the ITPs employees who have high satisfaction and spend more to develop in the IT career indicated higher career commitment. In addition, ITPs employees seem more satisfied because they have been rewarded fairly in the organization. Consistently, result conducted by Karavardar (2014) in Turkey found that career satisfaction significantly influenced career commitment. Non-managerial employees in Hazelnut processing Industry in Turkey were satisfied with the career because the organization provided good working conditions to the employees.

However, this study showed that career satisfaction was not supported because the engineers perceived that no new skill development, lack of career advancement and less of recognition in the organization. Skills of development are important for engineers to develop their technical skills, problem-solving and making decisions in the organization. But, no new skill development implemented by the organization eventually lead to lack of career satisfaction and performance among engineers. In the company, it is possible that the engineers lack of career advancement to enhance their skills, knowledge, and ability. Thus, most of them not satisfied with their career and decided to leave the

organization. Recognition is crucial for employees to become committed and satisfied in their career. Thus, they are not satisfied because they did not receive a recognition from their employer.

### **5.2.3 To identify the effect of organizational commitment on career commitment.**

The third research objective of this study is to identify the effect of organizational commitment on career commitment. The result of the study indicated that the correlations and regressions result in Table 4.13 and 4.14, show strong relationship and significant influence between organizational commitment and career commitment ( $r = 0.51, p < 0.01$ ) and ( $\beta = 0.379, p < 0.000$ ).

Organizational commitment is important for employees' belief, feeling, expectation, or acceptance in the goals, value and policy in the organization. The result of the study shows that many engineers had worked in the company between 6 to 10 years. Thus, they are willing to put more effort to pursue their career in the organization which lead the organization to be successful. Organizational commitment in the organization also enhances job satisfaction because the employees would accept the organization's goals, values, principle and treat with fairly and supportive in the organization (Mohammed & Eleswed, 2013 and Mowday, Steers & Porter, 1979).

Further, the 62.4% of engineers aged between 30-49 years old which consist of senior engineer. The senior engineer would accept any job assignment and job challenge in order to keep working in the organization. They are willing to sacrifice and help the

organization to be successful. In order to retain the employees, the employer need to provide the higher salary for qualified and experienced engineers in order to satisfy their needs. 43.6% of the engineers received salary between RM 2,500 to RM 5,000 are those who had worked between 6 to 10 years in the organization. Higher salary offered for qualified and experienced engineers could increased their career commitment and motivation for them to be committed to the organization.

The employees in the organization have their own needs and desires in order to stay longer in the organization. Meyer & Allen (1997) found that the employees who accept the value and have obligation would make the organization respond to their needs and desires for the career. The employees enter the company with their career plans and would be attracted to stay longer with the organization if the organization fulfills their career needs and possess stronger career desires.

The above result is consistent with the findings by Shah (2011) and Goulet (2002). Shah (2011) found that organizational commitment is significant with career commitment in a public sector organization in a developing country. He stated that the study conducted in a developing country may affect or shape different attitude and behavior towards career commitment due to the environmental situation, development of the country, financial, and economic situation in the different country. Similarly, the study conducted by Goulet and Singh (2002) on employees' private for-profit and nonprofit organization in the United States found that organizational commitment significantly related to career commitment. Goulet and Singh (2002) asserted that the employees who are more committed to their organization were more satisfied with their job and also committed to the careers.



### 5.3 Implications of the Research Findings

The result of the study found that organization's commitment is significantly related to the career commitment in a manufacturing company. The employees with the highest organizational commitment were committed to their careers and would remain in the organization. The belief and acceptance of goals and values in the organization make them inspired, satisfied and committed to the career. Self-efficacy significantly influences career commitment. The employees in a manufacturing company are confident with their capability to accomplish the challenging task. Employees with high self-efficacy have their motivation to the job and they put more effort to complete the task and cope with the job challenge in order to achieve the career success.

The employees should be given training and development to enhance their self-efficacy, skills and knowledge in order to maintain the productivity and performance in the organization. The employer should offer the opportunities such as give promotion to the senior employees who had been working more than 5 years in the organization. It also can motivate them to perform and make them committed to the career because they have satisfaction toward the career and employment in the organization.

The Human Resources Department is the key role to lead employees to be successful in their careers. In terms of recruiting new employees, the selection of right candidate should be done based on criterion in the job responsibility. This is because employees who are selected with low confidence and low self- efficacy may affect the high cost of the organization. Furthermore, the committed employee will stay longer with the organization indicated that they satisfied with the career in the organization and will

enhance the productivity. Less career commitment has affected on job performance, thus HR personnel should identify the employee need based on their performance appraisal in order to attend the training course. In addition, the need for training is important for employee to enhance the efficacy and skills in order to commit to the career.

#### **5.4 Recommendations for Future Research**

For future research, the researcher suggested several factors that could influence career commitment. These include pay effectiveness, career success, performance management, training and development, employee engagement, job security, job challenge, age factors, job promotion, job characteristics, position tenure, work-life balance and recognition of the achievement.

It is also suggested that the study on career commitment could be conducted in different situations such as in different industries, government sector, and multinational companies or possibly in different countries. This is because studies in different areas will determine different results and demographic patterns of the study.

Future research should use the longitudinal study. Martin and Brown (2014) stated that a longitudinal study is important to improve the quality of research based on time periods used to conduct the survey. The time periods possibility can vary from weeks to months and extended for several years.

## 5.5 Limitations of the Study

In this study, there are some limitations encountered by the researcher in order to successfully complete the research. First, this study was conducted only among engineers who worked at a manufacturing company. The result of the study could be more comprehensive if the sample size can be expanded to other private or public organization within this country. Second, the data in this study were collected using questionnaires without conducting the interview session.

Third, this study was limited to only three independent variables which consists of self-efficacy, career satisfaction and organizational commitment. These variables are not sufficient to cover the factors that influencing career commitment. The results of this study showed that 63.6% are other factors that influence career commitment. For instance pay effectiveness, career success, performance management, training and development, employee engagement, job security, job challenging, age factors, job promotion, job characteristics, position tenure, work-life balance and recognition of the achievement that the factors influence career commitment to the organization.

Additionally, the researcher faced problems in getting feedback because most of the engineers were working outside their office to deal and manage their project. Due to these limitations, only 133 of the 200 of the questionnaires were collected and used for analysis.

According to Hackshaw (2014), cross-sectional study is a simple survey to conduct and analyze the data collected from populations and sample at one period of time. Therefore, with the cross-sectional study conducted at one period of time and

within a short duration, thus the researcher was not able to collect detailed and in-depth data compared to longitudinal study.

## **5.6 Conclusions**

The study attempts to examine the influence of self-efficacy, career satisfaction, and organizational commitment on career commitment among engineer in a manufacturing company in Johor Bahru. The objectives of this study were (i) to determine the effect of self-efficacy on career commitment, (ii) to examine the influence of career satisfaction on career commitment, (iii) to identify the effect of organizational commitment on career commitment.

Therefore, the quantitative method and cross-sectional study were used in this study. The survey was conducted by using questionnaires to measure the variables. The questionnaires were distributed to 200 engineers in the manufacturing company and 133 engineers responded the questionnaire.

The result of this study found only two of the variables which are self-efficacy and organizational commitment were significantly influenced by career commitment. Therefore, the organization needs to implement human resource practices and take proactive action to increase the level of employee's self-efficacy, job satisfaction and employee loyalty in the organization. Hence, the organization can attract their engineers to stay longer with the organization and also enhance their performance in the organization. Nevertheless, the result of the study could be more comprehensive if the sample size can be expanded to other private or public organization.

As a conclusion, all three research objective stated has been successfully achieved, namely to determine the effect of self-efficacy on career commitment, to examine the influence of career satisfaction on career commitment and to identify the effect of organizational commitment on career commitment.



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