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**THE INFLUENCE OF PERCEIVED CAREER SUPPORT AND CAREER
COMMITMENT ON CAREER SUCCESS OF TELECOMMUNICATION
EMPLOYEES IN JORDAN**

BY

SHAKER SULEIMAN DULIE' EYAL SALMAN



MASTER OF HUMAN RESOURCE MANAGEMENT

UNIVERSITI UTARA MALAYSIA

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UUM
Universiti Utara Malaysia

**Thesis Submitted to
School of Business Management
Universiti Utara Malaysia
In Partial Fulfillment of the Requirement for the
Master in Human Resource Management**

CERTIFICATION OF THESIS

I hereby declared that the thesis is based on my original work except the citations and quotations that have been duly acknowledged. I also declared it has not been previously or currently submitted for any Master's program at UUM or other institutions.

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Abstract

The study is examining the relationship between the career commitments, organizational support and its effect on the career success of employees of telecommunication sector in Jordan. Despite growing interest in the business world, still do not have the sufficient knowledge of career success in Jordanian context. This study has their own importance because it has taken forward steps, deepen inquiry of career success by the dimension organizations support (Mentoring, Supervisory role and Training and Development opportunities) and proven significant to

career success at both levels of employees i.e. subjective and objective. Additionally, career commitment has also shown significant on career success. The Dimensions of career success (subjective and objective) are under-scrutiny, detailed inquiry has observed with relationship of organizational support and career commitment and inquiry of variables might help to understand the enigma of career success in Jordan and this might help policy makers, strategist to understand antecedent and predictors of career success and viewpoint serving in edifice rules and policies enhancing performance of the employee in telecommunication sector of Jordan.

Abstrak

Tujuan kajian ini dijalankan adalah untuk mengkaji perhubungan antara komitmen kerjaya, sokongan dan keberkesanan terhadap kejayaan pekerja di sektor telekomunikasi di Jordon. Keminatan di dalam bidang perniagaan adalah amat diminati tetapi masih terdapat kekurangan dari segi pengetahuan yang meluas dan mendalam bagi dunia perniagaan di Jordon secara konteknya. Kajian ini juga mempunyai kepentingan tersendiri dimana ianya mengambil kira langkah ke hadapan dengan berdasarkan pertanyaan yang lebih terperinci berkenaan dengan sokongan bagi dimensi di organisasi (mentor, peranan pengawasan, latihan dan peluang pembangunan) dimana telah terbukti ada kejayaan kerjaya di peringkat pekerja iaitu secara objektif mahupun subjektif. Hasil kajian ini juga menunjukkan komitmen juga mempunyai impak yang besar ke atas kejayaan kerjaya. Dimensi kejayaan kerjaya (subjektif dan objektif) adalah terletak di kawalan penelitian dalaman, dimana pemerhatian secara terperinci terhadap hubungan sokongan organisasai dan komitmen kerjaya serta persoalan pembolehubah berkemungkinan dapat membantu memahami enigma tentang kejayaan kerjaya di Jordon dan juga berkemungkinan dapat membantu pembuat dasar, bahagian strategi untuk menahami tentang apa yang dijangka di dalam kejayaan kerjaya dan pandangan yang disediakan didalam kaedah-kaedah dan dasar-dasar yang digunakan bagi meningkat prestasi pekerja di sektor pembangunan dan telekonumikasi di Jordon.

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

A considerable amount of research has been done on career success during the last two decades (Choo et al., 2009; Yunus et al., 2012). Career success is of concern to individuals because employee career success can eventually contribute to organizational success (De Vos & Soens, 2008; Cox & Harquail, 1991; Judge et al., 1999). According to Noah (2002), career success is one of the most important events in an individual's life as one enters the real working environment. As employee career success affects organizational effectiveness, it is imperative for the organization to develop the career of its employees. Notable studies by London and colleagues (London, 1990; London & Mone, 1987; London & Bray, 1984) have forwarded numerous suggestions pertaining to the development of support and career. Studies have outlined that employees should be positively reinforced for good performance, career opportunities, and support for skill development (London & Bray, 1984). According to Locke and Latham (1990), the management should provide a clear guideline to the employees about what the organization expects of them in the future. By implementing a career plan, individuals will not lose direction and can manage their career path with more focus. This will enable them to achieve success easily because they know what kind of career they want, and they have a good awareness of self and the environment. While the organization is responsible for the career development of its employees, is also equally important for the latter to understand and manage their own career effectively. Only when individuals

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