

THE RELATIONSHIP BETWEEN CAREER MANAGEMENT  
AND INDIVIDUAL PERFORMANCE

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**THE RELATIONSHIP BETWEEN CAREER MANAGEMENT AND  
INDIVIDUAL PERFORMANCE**

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BY  
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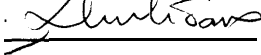
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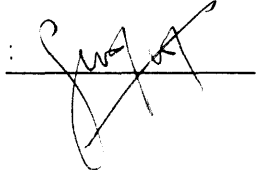
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## ABSTRAK

Objektif utama kajian ini ialah untuk melihat hubungan di antara pengurusan kerjaya dan prestasi individu. Pengurusan kerjaya diukur melalui tiga dimensi **utama** iaitu *pengurusan kerjaya organisasi*, *perancangan kerjaya*, dan *strategi kerjaya*. Kajian ini juga dijalankan untuk mengetahui dimensi dan faktor yang paling mempengaruhi prestasi individu dengan membuat perbandingan ke atas dimensi-dimensi pengurusan kerjaya serta perbandingan ke atas faktor-faktor di dalam dimensi pengurusan kerjaya organisasi dan dimensi strategi kerjaya.

Penyelidikan ini dijalankan secara kuantitatif dan data dikutip melalui borang soal selidik yang diedarkan kepada 169 orang agen insurans yang telah dipilih secara persampelan rawak di salah sebuah syarikat insurans di Alor Setar, Kedah. Instrumen yang digunakan di dalam kajian ini mempunyai tahap kebolehpercayaan yang tinggi. Sebanyak 57 borang soal selidik telah berjaya dikutip dan daripada jumlah itu, hanya 55 digunakan untuk tujuan penganalisan.

Data dianalisa menggunakan Ujian Korelasi Pearson dan Ujian Regresi Pelbagaian. Hasil kajian mendapati wujudnya hubungan di antara pengurusan kerjaya organisasi, perancangan kerjaya, dan strategi kerjaya dengan prestasi individu. Kajian ini juga mendapati ketiga-tiga faktor di bawah pengurusan kerjaya organisasi iaitu pembangunan kerjaya, polisi pengurusan kerjaya, dan pengagihan maklumat mempunyai perkaitan dengan prestasi individu. **Kesemua** faktor di dalam strategi kerjaya iaitu mencari bimbingan kerjaya, fleksibiliti terhadap peluang kerjaya, membina saluran perhubungan, penonjolan diri, dan memperluaskan penglibatan diri dalam kerjaya, juga didapati mempunyai hubungan dengan prestasi individu.

Secara keseluruhannya, kajian ini mendapati perancangan kerjaya sebagai dimensi yang paling mempengaruhi prestasi individu. Sementara pembangunan kerjaya menjadi faktor pengurusan kerjaya organisasi yang paling penting dalam mempengaruhi prestasi individu; fleksibiliti terhadap peluang kerjaya dan membina saluran perhubungan pula menjadi faktor di dalam strategi kerjaya yang signifikan di dalam mempengaruhi prestasi individu.

## ABSTRACT

The main objective of this study is to examine the relationship between career management and individual performance. The three dimensions measured career management were *organizational career management (OCM)*, *career planning*, and *career strategies*. This study also examine which among the dimensions and factors are the most important in explaining individual performance; through the comparison among dimensions in career management, and the comparison among factors in organizational career management and career strategies.

This study was conducted quantitatively where data were collected through questionnaires that were distributed to 169 salespeople selected randomly in an insurance organization, in Alor Setar Kedah. Instruments used in this study possessed high reliability values. From the total of 169 questionnaires, 57 were collected, however only 55 can be used for further analysis.

The data were analyzed using Pearson Correlation and Multiple Regression. The findings of the study indicate that OCM, career planning, and career strategies were correlated with individual performance. This study also reveals that the three factors under OCM namely career information, career development and career management policy were related with individual performance. All factors in career strategies namely the seeking career guidance, building network of contacts, maintaining career flexibility, self-presentation, and extended work involvement were also correlated with individual performance.

In short, this study found that career planning is the most influential dimension of career management that contributed to individual performance. Whilst career development is found to be the most essential factor under OCM that influences individual performance; maintaining career flexibility and building network of contact are factors under career strategies that found significant in explaining individual performance.

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## **CHAPTER 1**

### **INTRODUCTION**

In the dynamic business environment nowadays where people have become one of the critically important element to gain competitive advantage, organizations are faced with new challenge in managing its human resources. Instead of focusing only on financial capabilities and product quality, Dreher and Dougherty (2001) suggested that high-performing organizations should engage in competition for the most capable employees. And these capabilities can only be achieved through the development and implementation of effective human resource practices and strategies.

Performance appraisal, recruitment, compensation, health and safety, and training are among the human resource practices that commonly used by organizations to manage its human resources. However, another area that has gradually attracted attention from human resource practitioners is career management. This is supported by Fish and Wood (1993) who argued that formal career management programs are increasingly becoming part of the overall human resource strategies of many firms.

Career management has a great impact on organization. According to a report by Kravetz Associates of Illinois Australia (Stevens, 1996), effective career development system was found to be the fifth most important predictor (out of 80 factors) contributing to company financial success. On the same ground is Feldman (1988) who noted that career management is essential for organization to retain the most talented employees available. Organization often decides to adopt career management programs because they believe that those programs can increase employee individual performance (Fish and Wood, 1993) as well as fosters positive attitudes and corporate loyalty among workers (Feldman,1988). Besides, Torrington and Hall (1998) have also listed several

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