

Analysis of Employee Perception on Career Development among Support Staff in Private University

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Abstract: Career development is very important in an organization to ensure that every employee's opportunity can be felt together. However, there are some organizations that overlook and are careless in determining career development for support staff. This study analyzes the perception of support staff towards the dimensions of career development at a private university. 86 respondents were involved in this research where 34 respondents are male and 52 respondents are female. The findings of the study show that perception for the highest item is "The career development program is important in improving my career opportunities" while there are two low items that are "I am aware that the organisation has a career path system" and "The organisation provides a clear career path system to employees". This research is important for understanding the career development issues faced by support staff in private universities.

Keywords: Analysis, Employee Perception, Career Development, Support Staff, Private University.

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1.0 INTRODUCTION

Career development is generally defined as a journey or path for an employee's advancement within an employment organization. According to Garavan, McGuire & O'Donnell (2004), career development is a comprehensive system to see the development of employees at the job organization level. Career development is also a process that determines an employee's level of quality which is related to goals, rewards, social relationships, and the economic environment. According to Cummings & Worley (2005), career development is an organizational practice in helping individuals achieve their career objectives including implementing career planning skills training, performance feedback, guidance and education.

Career development is an important aspect of the organization to recognize its employees. According to Abd. Rahim Abd. Rashid (2006), career development plays an important role in human resource management through career development carried out by the organization. With that, opportunities from career development are the main factor for staff to show higher performance than usual. According to Leavitt (1996), organizations need to develop career development programs that match the level of internal job satisfaction. In order to create effective career development, organizations need to introduce career activities and programs such as career planning and career management to each group of employees.

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Most employment organizations have an efficient and appropriate career development program with their management in giving recognition to their employees. In addition, employees also need to demonstrate their progress in terms of continuous learning and be able to contribute to the organization. According to Suzanah (2015), employees need to take available opportunities and always show progress in their careers. Employees also need to be aware of the career path that exists in the organization. With that, employees can plan their career direction in the organization. In a study conducted by Mohamad Nasruddin Ahmad (2011), there is a positive relationship between the practices of the organization itself, which is human resource management, with the intention of retaining employees to continue working in the organization.

Change and improvement in career is a form of career development. Through the career development carried out by the organization, employees will get the impression that the organization is very concerned about their career progress and tend to stay longer in the organization. According to Abd Rahim Abd Rashid (2006), career development practices carried out by organizations will indirectly increase organizational productivity. Therefore, employee awareness of career development is very important in setting the goals and direction of employees in an organization.

This study will focus on the perception of employees towards career development at a private university in the Klang Valley. These support staff would like to know the extent of the organization's approach in the existing career development program in the analysis of the level of perception of the support staff towards the implementation of the career development program through the dimensions used in this study.

2.0 RESEARCH METHODOLOGY

This study uses a quantitative approach through the questionnaires survey method where the sampling is from support staff in private university. This survey involves employees in each faculty and department. The total number of support staff is 250 people. According to size sample from Krejcie and Morgan (1970), a total of 152 respondents were selected for this study. However, only 86 respondents (56.6% of the total sample size)

were successfully obtained. A Likert scale is used to measure career development programs, career path systems and performance evaluations at private universities. Table 2.1 indicates the Likert scale used.

Table 2.1: Table of Scale Likert

Scale	Level
1	Strongly disagree
2	Not agree
3	Not sure
4	Agree
5	Strongly Agree

According to Mohd Majid (2004), the relationship with the Likert scale was then interpreted using mean interpretation analysis as shown in Table 2.2 below. The mean category calculation is done through the adaptation of the mean score range calculation proposed by Fauzi *et al.*, (2014) which is the highest scale value is subtracted from the lowest scale value and divided by the total Likert scale. Data was analyzed using IBM SPSS Version 25 software.

Table 2.2: Table of Mean Score Values for Perception of Career Development Levels

Mean Score	Levels
1.00 ≤ mean ≤ 2.40	Low
2.41 ≤ mean ≤ 3.80	Medium
3.81 ≤ mean ≤ 5.00	High

Among the constraints in getting respondents' feedback is the reluctance of employees to participate in the survey conducted. However, 56.6% is considered a reasonable response rate setting based on the recommendations of Baruch (1999). For example, the Shanks-Meile & Dobratz (1995) study set a target response rate of between 50-60% and was considered sufficient for the survey method.. This study will examine whether there is a low mean value after the analysis that represents the indication from employees towards career development in Private Universities.

3.0 FINDINGS AND DISCUSSION

Table 3.1 shows the gender, age, marital status, academic status and work experience as support staff for each of the respondents studied.

Table 3.1: Respondent Profile

Description	Frequency (n=5)	Percent (%)
Gender		
Male	34	39.5
Female	52	60.5
Age		

Description	Frequency (n=5)	Percent (%)
21 – 30 years	11	12.8
31 – 40 years	47	54.7
41 – 50 years	26	30.2
> 51 years	2	2.3
Marriage status		
Married	72	83.7
Single	14	16.3
Academic Status		
SPM	33	38.4
Diploma	46	53.5
Degree	5	5.8
Master	2	2.3
Work experience		
< 5 years	12	14
5 – 10 years	24	27.9
11 – 15 years	40	46.5
16 – 20 years	8	9.3
> 20 years	2	2.3

Table 3.1 shows the demographic profile and background of all respondents. The majority of respondents were female, where it reached 60.5% (n = 52 people) compared to males which was 39.5% (n = 34 people). In terms of age group, the age group for support staff aged 31 years to 40 years obtained the higher number of 54.7% (n = 47 people) of all respondents, followed by support staff aged 41 years to 50 years which is 30.2% (n = 26 people) and the smallest number of support staff aged 51 years and above is 2.3% (n = 2 people). In terms of marital status, 83.7% (n = 72 people) of employees are married while 16.3% (n = 14 people) are single. For the academic status, the group of support staff who studied at Diploma level was the highest number which is 53.5% (n = 46 people) followed by the group of support staff who studied

at SPM level is 38.4% (n = 33 people) and the lowest was support staff who studied at Master level which is only 2.3% (n = 2 people). Finally, for the work experience at the private university, it shows that among the 11 to 15 years old, there are the most people, which is 46.5% (n = 40 people) followed by workers who have worked from 5 to 10 years, which is 27.9% (n = 24 people) and the lowest is among workers who have worked for 20 years or more, which is 2.3% (n = 2 people).

Employee Perception of Career Development Dimensions

Table 3.2 shows the mean and standard deviation value for the employee's perception of the career development dimensions in private universities.

Table 3.2: Mean and Standard Deviation Bagi Employee Perception of Career Development Dimensions

Description	Mean	Standard Deviation
The career development program is important in improving my skills	4.30	0.753
Programs related to career development are important to improve my knowledge	4.24	0.811
The career development program is important in improving my career opportunities	4.53	0.502
The career development program motivates me	4.30	0.827
I always involve myself in career development programs	3.77	0.877
I am aware that the organisation has a career path system	2.59	0.963
The career path system is important for me to obtain the career information	4.06	0.725
The organisation provides a clear career path system to employees	2.69	0.801
I am constantly following the development of the organization's career path system	3.60	0.924
My career development is influenced by performance evaluation	3.72	0.903
I frequently evaluate my career performance	3.94	0.802
Career performance evaluation is very important for me and my career	4.14	0.842
I am confident in the organization's performance evaluation	2.86	1.042
I always use my performance evaluation as a reference	3.90	0.767

The item with the highest mean value is “The career development program is important in improving my career opportunities” with value is (Mean = 4.53, Standard Deviation = 0.502) and followed by the second highest item is “The career

development program is important in improving my skills” and “The career development program motivates me” with their respective values is (Mean = 4.30, Standard Deviation = 0.753) and (Mean = 4.30, Standard Deviation = 0.827) . According to

Chen, T. Y., Chang, P. L., & Yeh, C. W. (2003), organizations need to respond more effectively to the career development needs of all employees because employees can compete and improve their skills. From the data obtained, among the items that deserve attention are "I am aware that the organisation has a career path system" with value is (Mean = 2.59, Standard Deviation = 0.963) and the second lowest is "The organisation provides a clear career path system to employees" with value is (Mean = 2.69, Standard Deviation = 0.801). This mean value shows a value at a moderate level, however this mean value can be considered low compared to the mean value of other items. This shows that employees among the support staff think that the organization in this private university does not have a clear career path. The organization also does not inform in detail about the career path for support staff. This indirectly indicates that employees have a negative attitude towards the career path system that does not seem to exist in private universities. This statement is supported by Petroni (2000) where many professional workers are frustrated by the failure of organizational management practices and policies in understanding the needs and expectations of employees.

4.0 CONCLUSION

This study has been able to identify the perception of employees towards career development at one of the private universities in the Klang Valley. This study also found that all employees have a positive perception tendency towards career development at work. However, there are two negative perceptions through the medium mean value of the item "I am aware that the organisation has a career path system" and for the items "The organisation provides a clear career path system to employees". Career development in an organization needs to be clear and provide accurate information to all employees in each group. Employees who always show good performance and improve their knowledge should be given attention by the organization. Career development within the organization is an important aspect and should be seen as a means that can be used by the Human Resources department as an effort to retain the workforce. Clear career development will undoubtedly increase the quality and morale of employees in achieving success in the organization. For an organization, it is an advantage to have employees who have the necessary talent and skills. In addition, organizations can also improve their reputation by retaining employees with extensive experience. For employees, it will certainly

contribute to the effectiveness in doing daily work as well as increase motivation and self-satisfaction.

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