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# PERCEIVED CAREER DEVELOPMENT PRACTICE AND PERFORMANCE OF EMPLOYEES: AN EMPIRICAL STUDY IN THE ENFORCEMENT ORGANIZATION

## Abstract

*Previous researches had revealed on the role of human resource management practices such as career development in enhancing the performance of employees both in the public and private sectors. The purpose of this study is to examine the influence of career development practice on performance among the employees in Malaysian local authority. There were 300 questionnaires used for analyses including descriptive analysis, reliability analysis, confirmatory factor analysis and analysis of regression using structural equation modeling (SEM) technique by AMOS 20. This study found a reliable and valid measurement scale with a good model fit by deleting some items of endogenous and exogenous variables. The results of regression analysis generated by AMOS 20 found that career development practice gave impact on employees' performance in this organization. Further, this study provided the discussion and recommendation from the findings and suggested for future research.*

**Keywords:** Career development, performance of employees, enforcement organization , structural equation modeling

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## **Introduction**

Presently, the public perceive the main factor that leads the strength and stability of the organization is its employees performance. Previous researches had measured employees performance in various areas such as creativity and innovation (Hyypia & Parjanen, 2013), efficiency (Aktau, Cicek & Kiyak, 2011), service quality (Timothy & Abu Bakar, 2013), productivity (Halkos & Bousinakis, 2010; Maduka & Okafor, 2014) and more interesting the construct of effectiveness was employed to represent the performance of employees (Dizgah, Chegini, Farahbod & Kordabadi, 2011; Laschinger, Wilk, Cho & Greco, 2009). For this study, the effectiveness of the employees is used to measure employees performance in the selected organization. The reason is effectiveness is known as the important characteristic that portrays the practice of good governance by each employee to deliver a good service to the public (Mohamad Daud & Yahya, 2014). Basically, effectiveness is important in promoting good governance for the public sector employees such as those who are working in the enforcement agencies because it will solve the red tape procedures problem, slow work process and corruption practice among the government servants (Mohd Sidek, 2005, Siddiqee, 2008). Thus, the effective employees in enforcement organization should contribute to the effectiveness of Malaysian public management.

The management guru, Peter Drucker made explanation about effectiveness which referred to somebody doing the right things (Soltani, 2006). Further, effectiveness is also defined as the extent that leads an organization attains its goal (Robbins, 2009). Therefore, effective employees who are having the right jobs and doing the right things as well as performing the goals achievement will bring to the organizational top performance. Many past researches (Ali et al., 2015; Bello, 2012; Ponnu & Tennakoon, 2009; Mola-Hosseini & Arsalan, 2009; Uzonna, 2013) have studied the antecedents (i.e., leadership styles, organizational justice, employees empowerment and motivational determinants) that influence either employees performances in general or in the perspective of productivity, engagement and attitude of commitment. There are also researches that investigate the relationship between the determinant of career development and employees performances (Oduma & Were, 2014).

Career development is part of human resource management practices which is known as the processes by which managers encourage and motivate employees to be accountable for their own careers, provide continuous support, like feedback on individual performance and disclose information about the organization, career opportunities, positions and vacancies that might be of interest to the employees (Zandy, Leibowitz & Beverly, 1986). It is a main needs in the career path of employees. According to Maimunah (2015), career development that consists of training, coaching, mentoring, counselling and promotion would motivate employees to perform well and showing their actual capability in achieving the organizational goals. Besides, a proper practice of career development by the HR specialist would attract and maintain talented workers who are able to demonstrate effective and efficient tasks implementation. Surprisingly, based on detail investigation, lack of study has focused on the role of career development in developing employees performances that measured by employees' effectiveness. Moreover, negligible attention

happened about this relationship in the context of public sector good governance characteristic mainly related to Malaysian enforcement agency (i.e., Local Authorities, Road Department & Custom Department). Hence, this study focuses to investigate the impact of career development practice on employees performance measured by good governance of effectiveness in Malaysian local authority (LA).

## Literature Review

### *The Relationship Between Career Development and Employees Performance (Effectiveness)*

The impact of career development on employees performance has been examined by many studies in different perspective. For example, a study by Wahyuni (2016) used sample of 90 employees in Department of Education, Gowa, Indonesia. Oduma and Were (2014) used 487 sample of employees working in Kenyatta University, Kenya and a study by Merchant Jr (2006) involved 100 sample of police officers of Altamontel Springs Police Department revealed that career development that includes training, coaching and counselling had been a main predictor of their performances. Hence, it is hypothesized that:

H1: There is a significant influence of career development on performance of the employees.

The concept and understanding of social exchange theory developed by Blau (1964) is useful for the research literature in human resource management practice and its outcomes. The theory could be conceptualized that employees performance may be enhanced when employees have belief and satisfied on the career development practice in organization. While, according to Maslow's Hierarchy of Needs Theory (1970), the employees will be motivated and they will struggle for the organization interests when their needs are prioritized by the management such as close monitoring activities and promotion opportunity provided in career development human resource management. The essence and benefit of the theory to the employees performance research framework is the employees' effectiveness can be performed if the management solves immediate problems including career development aspect and prioritize reward performance (Pillai et al., 1999; Tatum et al., 2006). As a result, the employees will have more confidence to their organization and they will be more effective in doing their jobs when a proper practice of career development gives significant impact to their needs and ambitions.

Figure 1 illustrates the conceptual framework based on the above discussions.



Figure 1: Conceptual Framework

## Methodology

Quantitatively, this study was designed to test the influence of career development on employee performance in the local authority organization in central region of Malaysia. According to the official information given by the human resource management department of particular organization, there are more than nine thousand employees working in the selected LA. Thus, it represents the number of population of this LA. In relation to that, the sample size determined for this study is 368 (Krejcie & Morgan, 1970) as well as supported by the recommendation of Sekaran and Bougie (2010). To ensure the representation of sample size during data collection, a double of 368 questionnaires were distributed to the respondents. The simple random sampling method was employed in order to ensure the homogenous respondents having a chance to be selected to answer the questionnaires. The final usable questionnaires were 300.

Sources of the instruments from the previous researches were utilized in creating the measurement scales for the constructs of this study. Thus, in measuring career development, five items were adapted and adopted from the study of Delery and Dotty (1996) and Tsui et al. (1997). Besides, seven items were taken from Quinn (1988) to ensure they are fit to the context of the present study in measuring employees performance based on their effectiveness good governance. A five-Point Likert scale ranging from strongly disagree (1) to strongly agree (5) was used to measure all the designed instruments

## Analyses and Results

From the demographic profile analysis, the result indicated that 52% of the respondents are male and 48% are female. While, 9.7% of the respondents were 25 years old or less, while 51.3% represented the age group of 26 to 35. Those whose ages between 36 and 45 had accounted for 20.7% of the study, while 18.3% represented the age group of 46 and more. Most of the respondents (54.3%) have highest qualification at SPM level (Sijil Pelajaran Malaysia). Meanwhile, majority of them (33.7%) have length of service between 6-10 years.

Confirmatory factor analysis was conducted using AMOS to prove the construct validity by identifying the value of factor loading for each item when the fitness of the model was achieved. The construct validity was proven when there was no item had below than 0.5 value of factor loading. The model fit was performed through the deletion of two items of endogenous and exogenous constructs respectively when the modification indices output table indicated high errors. Besides, he results of cronbach's alpha confirmed their internal consistency (career development = 0.886 ; employees performance in terms of effectiveness = 0.872) by evaluating the reliability test of the constructs.

The finding also indicated that career development has significant positive impact on employee performance (effectiveness) ( $\beta = 0.534$ ,  $t\text{-value} = 8.335$ ,  $p < 0.001$ ). A one percent of changes of exogenous construct makes a small changes of endogenous construct as resulted by  $R^2$  value of 0.285. Importantly, the hypothesis (H1) of this study as stated above is supported. The regression results of SEM analysis are shown below in Figure 1.

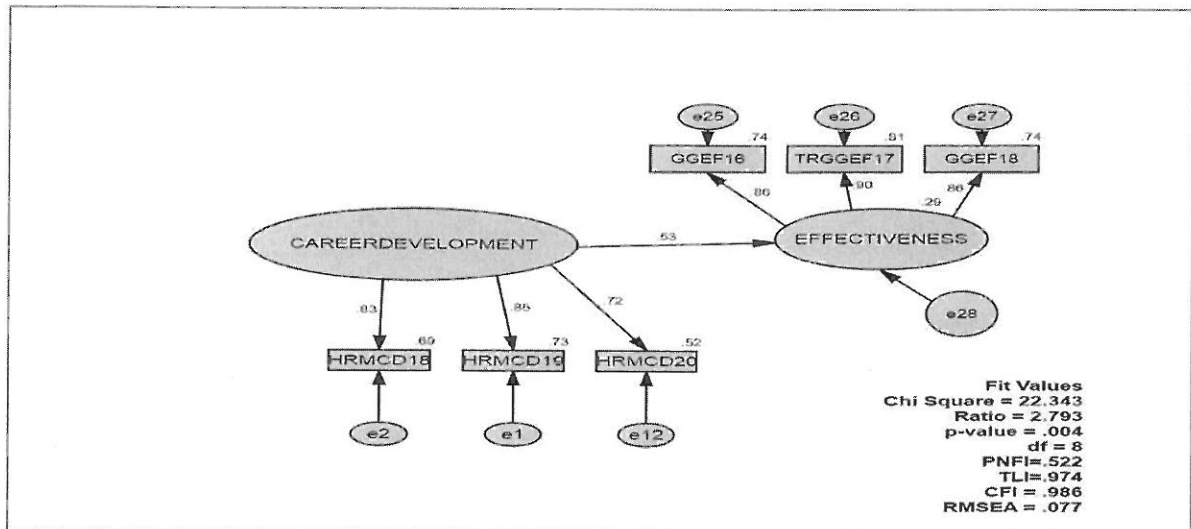


Figure 1: Structural Model

## Discussion

This study has the main objective which is to get an empirical evident from the context of enforcement organization by examining the impact of career development on employees performance by measuring their effectiveness. Basically, the result reveals the significant influence of career development on employees' effectiveness. It is interpreted that a satisfied career development provided to the employees increases their effectiveness. Such finding proves the needs of career development practice in developing the effectiveness of employees, mainly, when the career development practiced to them is perceived competitive, workable, fair and satisfying their needs. In addition, the employees will be motivated to be more effective when they have clear picture of their career paths, provided with proper career development based activities as well as they are informed and really understand the procedures and policies of career development by the LA. Consequently, this will influence them to perform effectively. The finding of this study was similar to support the related previous researches (Gachunga & Wamoto, 2012; Muhammad, Abdul Rahman, Muh & Syamsu, 2016) although they were conducted in different settings and contexts.

## Conclusion

This study proves the finding that career development significantly has an impact on employees performance. They are the employees who involve in enforcement based activities. This result supports the findings of past researches and contributes to the human resource management practices research literature related to Western and Eastern organizational settings. Hence, the practice of career development by the human resource management can be the main factor to promote effective employees which must be highly considered by the public sector organizations management in Malaysia as well as those who are going to conduct future researches with some expansions and modifications. This will help to instil the good governance practice among the employees and combating themselves from misconduct especially corruption when the employees

are effective in performing their jobs. Consequently, helping the LA in delivering quality of services to the public beside, generating a public trust in future.

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