



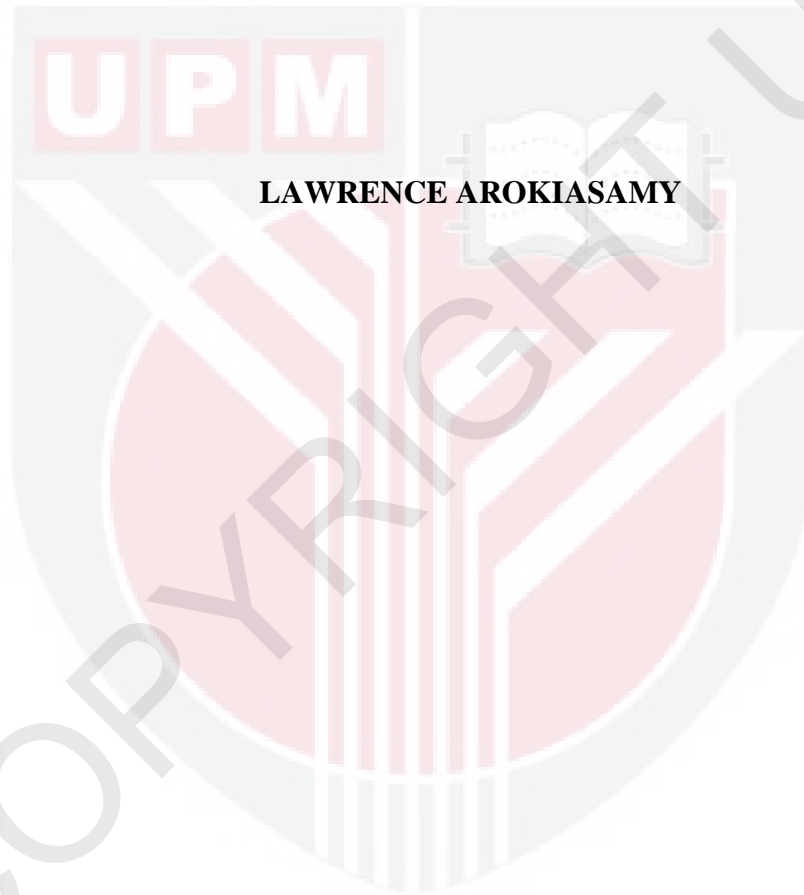
UNIVERSITI PUTRA MALAYSIA

**INFLUENCE OF INDIVIDUAL AND ORGANIZATIONAL FACTORS ON
CAREER ADVANCEMENT OF ACADEMICS IN PRIVATE INSTITUTIONS
OF HIGHER LEARNING IN MALAYSIA**

LAWRENCE AROKIASAMY

FPP 2011 41

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LAWRENCE AROKIASAMY

**DOCTOR OF PHILOSOPHY
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By

LAWRENCE AROKIASAMY

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
In Fulfilment of the Requirement for the Degree of
Doctor of Philosophy**

December 2011

DEDICATION

**I WOULD LIKE TO DEDICATE THIS THESIS TO H.S.,
THANK YOU FOR YOUR INSPIRATIONS & TO MY LATE FATHER,
AROKIASAMY SAVIRIMUTHU**

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

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LAWRENCE AROKIASAMY

December 2011

Chairman : Professor Maimunah Ismail, PhD

Faculty : Educational Studies

This study was conducted to investigate the influence of individual and organizational factors on career advancement of academics in private IHLs in Malaysia. This study used the Social Cognitive Career Theory (SCCT) to predict career advancement among the academics.

A stratified random sampling method was used to select a population of 221 respondents from among six private IHLs. The data obtained was analyzed using descriptive analysis, Pearson product-moment and multiple regression analysis. Analyses were carried out primarily to examine the profiles of respondents and the characteristics of the individual and organizational factors, as well as factors that influence academics' career advancement.

The findings from the regression analysis indicated that there were significant relationship between the independent variables and career advancement of academics.

The regression analysis revealed that six out of 10 individual and organizational variables were significant in determining academics' career advancement. Multiple regression analysis was used to identify the best predictors of career advancement of academics. The predictors explained 59.0% of variance in career advancement. These predictors according to descending order are family support, extraversion, neuroticism, organizational support, conscientiousness, work-life balance, work experience, social network, flexi work and mentoring. Hence, it can be said that these factors contribute significantly to career advancement of academics.

The study is important as it would become a platform for future research to consider aspects of career advancement and its variants. In order to improve career advancement of academics, this study has identified that it is crucial that the relevant agencies implement human resource development initiatives. This study also signals the importance of creating and sustaining a motivating work environment to ensure better career advancement among academics. Academics should also recognize the various contributors of career advancement, some of which are based on the individual and organizational factors found in this study. By knowing these factors, they can be used as inputs in the training, promotion, and advancement planning processes in order to get the right academics candidates in private IHLs. To support the findings of this study the private IHLs, it is recommended that future studies be conducted across public and private IHLs by taking into consideration other factors that may better help understand the career advancement of academics in Malaysia.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**PENGARUH FAKTOR INDIVIDU DAN ORGANISASI KE ATAS PEMAJUAN
KERJAYA PEGAWAI AKADEMIK DI INSTITUSI PENGAJIAN TINGGI
SWASTA DI MALAYSIA**

Oleh

LAWRENCE AROKIASAMY

Disember 2011

Pengerusi : Profesor Maimunah Ismail, PhD

Fakulti : Pengajian Pendidikan

Kajian telah dijalankan untuk mengkaji faktor individu dan organisasi yang mempengaruhi kemajuan kerjaya pegawai akademik di institut pengajian tinggi swasta Malaysia. Kajian ini menggunakan teori *Social Cognitive Career Theory* (SCCT) yang akan meramalkan kemajuan kerjaya dalam kalangan pegawai akademik.

Kaedah persampelan rawak berstrata telah dilakukan dan melalui ini sebanyak 221 responden diperoleh sebagai sampel dari 6 buah institut pengajian tinggi swasta di Malaysia. Data yang dikumpul dianalisis menggunakan analisis deskriptif, Pearson product-moment dan analisis regresi berganda. Analisis telah dilakukan untuk menghuraikan secara asas profil responden, faktor individu dan organisasi yang mempengaruhi kemajuan kerjaya pegawai akademik di institut pengajian tinggi swasta.

Keputusan penemuan dari analisis regresi menunjukkan terdapat hubungan antara faktor-faktor dan pemajuan kerjaya pegawai akademik. Analisis regresi menunjukkan enam dari 10 faktor individu dan organisasi adalah signifikan dalam menentukan pemajuan kerjaya mereka. Analisis regresi berganda telah digunakan untuk mengenal pasti peramal terbaik dalam pemajuan kerjaya akademik di institut pengajian tinggi swasta. Peramal ini menjelaskan 59.0% varian dalam mempengaruhi pemajuan kerjaya pegawai akademik. Peramal tersebut mengikut urutan iaitu sokongan keluarga, ekstrasversi, neurotisisme, sokongan organisasi, kesedaran yang mendalam, keseimbangan kerja-kehidupan, pengalaman kerja, jaringan sosial, kerja yang fleksibel dan mentoring. Oleh itu, dapat dikatakan bahawa faktor-faktor ini secara signifikan menyumbang terhadap pemajuan kerjaya akademik dalam kalangan pegawai akademik di institut pengajian tinggi swasta yang dikaji.

Penyelidikan ini adalah penting kerana ia boleh menjadi asas untuk kajian masa hadapan dari aspek pemajuan kerjaya yang lain. Pelaksanaan inisiatif pembangunan sumber manusia sangat penting untuk dipertimbangkan oleh institusi yang berkaitan dalam meningkatkan pemajuan kerjaya akademik tersebut. Penyelidikan ini juga merupakan isyarat penting dalam memastikan persekitaran kerja yang baik dan bermotivasi untuk ahli akademik untuk mencapai pemajuan kerjaya yang lebih baik. Pegawai akademik juga harus sedar bahawa terdapat banyak penyumbang dalam pemajuan kerjaya, beberapa darinya berdasarkan faktor individu dan faktor organisasi seperti yang diperolehi dalam kajian ini. Dengan mengetahui faktor-faktor ini, ia akan

digunakan sebagai input dalam latihan, kenaikan pangkat, dan perancangan dalam proses mendapatkan pegawai akademik berkualiti di institut pengajian tinggi swasta. Kajian pada masa akan datang disarankan supaya dibuat kajian perbandingan antara pemajuan kerjaya pegawai akademik di institut pengajian tinggi awam dan swasta dengan menggunakan faktor-faktor di atas yang mungkin boleh membantu untuk lebih memahami pemajuan kerjaya akademik di kedua-dua institusi pengajian tinggi tersebut.



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First and foremost I must thank my constant companion H.S. and the Almighty God without whose inspirations this dissertation would not have seen the light of day.

My heartiest appreciation to my Dissertation Chair, Professor Dr. Maimunah Ismail who believed that I would complete this research, and members of my supervisory committee, Professor Dr. Aminah Ahmad, and Dr. Jamilah Othman for their collective valuable insights, direction and encouragement.

Along the course of my journey I faced many challenges and there were occasions when I was overwhelmed with fatigue and disillusionment. My supervisor, Prof. Dr. Maimunah, always encouraged me to speed up my work. I did just that and I was on my way again. I must not forget the motherly Prof. Dr. Aminah, who was there to ask, “How’s your progress?” and “How do you balance with work?” each time I stopped to rest. My response would always be “Prof, it’s in progress and will submit soon” and a kind encouragement was always in store each time I met Dr. Jamilah Othman.

I extend my sincere gratitude to the head of department and all members of the academic, administrative and general staff of the department of Professional Development and Continuing Education (JPPPL) for their guidance and invaluable contributions in my academic pursuit.

In addition to the support from the university, I wish to thank my dearest mother Aruputhammary for her prayers, my dearest wife, Rani Ann, who has given me the best years of her life; my son Akhill Herman Sammy; and my brothers Amaldass and Velangany.

My thanks and gratitude go to my dearest “Guru” Mr Sukumaran (Kanna Sir) and dear friends Dr Sebastian, Leonard, Jesudian, Shankar, Vigneswaran, Santhanadass, Dr Maran, Balachandran, Krishna Moorthy, Sharmila and others who, in one way or another, were there for me.

Finally, in the true Malaysian spirit, I extend my apologies for any error and shortcomings that may exist in my dissertation.

Thank you and God Bless!

Lawrence Arokiasamy

I certify that a Thesis Examination Committee has met on 20 December 2011 to conduct the final examination of Lawrence Arokiasamy on his thesis entitled “Influence of Individual and Organizational factors on Career Advancement of Academics in Private Institutions of Higher Learning in Malaysia” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U. (A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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Date: 7 March 2012

DECLARATION

I declare that the thesis is original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously and is not concurrently, submitted for any other degree at Universiti Putra Malaysia or other institutions.

LAWRENCE AROKIASAMY

Date: 20 December 2011

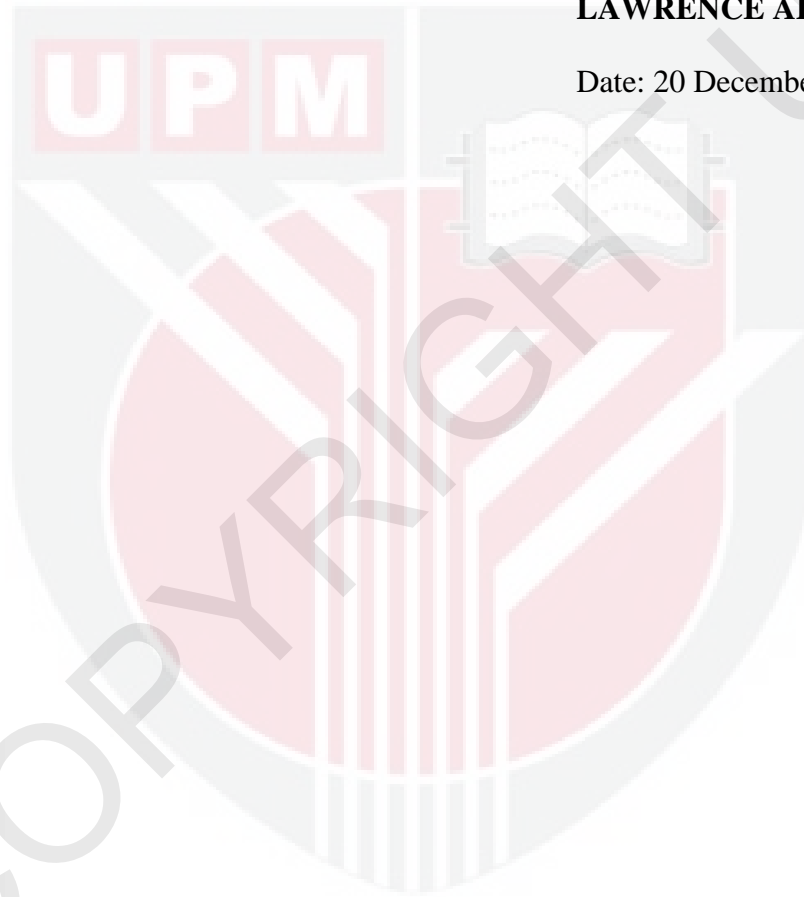


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