



UNIVERSITI PUTRA MALAYSIA

***WOMAN'S CAREER DEVELOPMENT IN HOTEL SECTOR IN EDO
STATE, NIGERIA***

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**WOMAN'S CAREER DEVELOPMENT IN HOTEL SECTOR IN EDO
STATE, NIGERIA**

By

IHEMEJE JOSEPHINE EBERE

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfillment of the Requirements for the Degree of Master of Science**

October 2016

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DEDICATION

This research work is dedicated to God Almighty. Also, to my family, my husband Mr. Ihemeje Chidiebere Godswalth, and children; Joyce, Gift, and Baby Josephine, for their understanding and love throughout my studies.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the Degree of Master of Science

WOMAN'S CAREER DEVELOPMENT IN HOTEL SECTOR IN EDO STATE, NIGERIA

By

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October 2016

Chairman : Zuraina Binti Dato' Mansor, PhD
Faculty : Economics and Management

The hotel sector has been said to offer large career opportunities and advancement for both men and women, having chains of departments and sections which employees can advance in their career. However, these career advancement opportunities in the hotel sector are very limited when it comes to women due to the preconceived assumption that women are less managerial oriented than men. The main purpose of this study is to examine factors influencing career development of women in the hotel sector in Etsako West Local Government Area of Edo State in Nigeria. This study examined the impact of six measures of micro and macro factor based on organizational culture, family factor, individual factor, socio-cultural factor, economic factor and technological change.

A quantitative method was used in this study. The study sampled 460 women in 18 selected hotels in three major cities in Etsako West Local Government Area. Data were collected using survey questionnaire through convenient sampling technique and a self-administered questionnaire that was distributed to the respondents. Pearson Correlation analysis was applied to analyze the relationship between the dimensions of micro and factors and career development for women. The results on correlation have shown that all the dimensions of micro and macro factors have a positive and significant relationship with the career development of women in the hotel sector in Etsako West Local Government Area. The study also conducted a multiple regression analysis to analyze the dimensions of micro and macro factor that mostly predicts career development. The findings suggested that the six dimensions of micro and macro factor contribute positively and significant to the variation in the career development of women.

In summary, the findings indicate that achieving career success in hotel sector among women need an innovative technological awareness program especially with those who have an interest in reaching the managerial level in the sector. This can be done by organizing on the job training capable of enhancing the technological competence of women staff. Likewise, it is suggested that the organizational culture should offer

a supportive organization environment for career development and give equal opportunity between male and female as it is acknowledged that higher positions give access to better salaries.

In conclusion, this study is significant to the hospitality industry management, the government, and human resources recruitment practitioners. The findings of this study should be able to educate policy makers in Nigerian hotel sector on how to improve and sustain women career development as well as assists the government to plan and formulate feasible and viable policies towards ensuring that a hotel operator in Nigeria maintains gender equality in their respective sector. It is also recommended that managers of hotel sector promote gender friendly organizational policies that could encourage professionalism and merit rather than discrimination that will encourage the career path of women.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Master Sains

PEMBANGUNAN KERJAYA WANITA DALAM SEKTOR PERHOTELAN D EDO STATE, NIGERIA

Oleh

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Oktober 2016

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Sektor perhotelan dikatakan banyak menawarkan peluang kerjaya yang memajukan lelaki dan wanita dengan rangkaian jabatan dan bahagian yang mampu meningkatkan taraf kerjaya mereka. Akan tetapi, peluang pembangunan kerjaya dalam sektor perhotelan adalah sangat terhad bagi wanita disebabkan andaian terdahulu bahawa wanita kurang orientasi pengurusan berbanding lelaki. Tujuan utama kajian ini adalah untuk mengenal pasti faktor-faktor yang mempengaruhi pembangunan kerjaya wanita dalam sektor perhotelan Etsako West Kawasan Kerajaan Tempatan di Edo, Nigeria. Kajian mengkaji kesan daripada enam faktor mikro dan makro berdasarkan budaya organisasi, faktor keluarga, individu, sosio-budaya, ekonomi dan perubahan teknologi.

Kaedah kuantitatif telah digunakan dalam kajian ini. Ia dijalankan terhadap 460 pekerja wanita daripada 18 hotel terpilih di tiga bandar utama Etsako West LGA. Data dikumpulkan dengan menggunakan kajian soal selidik melalui teknik persampelan mudah dan soal selidik tadbir sendiri yang diedarkan kepada responden.

Analisis korelasi Pearson digunakan untuk menganalisis hubungan antara dimensi faktor mikro dan makro dan pembangunan kerjaya untuk wanita. Dapatan menunjukkan bahawa semua dimensi faktor mikro dan makro mempunyai hubungan yang positif dan signifikan dengan pembangunan kerjaya wanita dalam industri perhotelan Etsako West Kawasan Kerajaan Tempatan. Kajian ini menjalankan analisis regresi berganda bagi menganalisis dimensi faktor mikro dan makro yang paling banyak meramalkan pembangunan kerjaya dan mendapati enam dimensi faktor mikro dan makro yang menyumbang secara positif dan signifikan kepada perubahan dalam pembangunan kerjaya wanita.

Hasil kajian mendapati bahawa program kesedaran teknologi yang inovatif adalah penting bagi wanita untuk berjaya dalam industri perhotelan terutamanya di bahagian pengurusan. Ia boleh dilakukan dengan mengadakan latihan kerja yang mampu meningkatkan kecekapan teknologi kakitangan wanita. Budaya organisasi juga perlu menawarkan persekitaran yang memberi sokongan dan peluang sama rata antara lelaki

dan wanita dalam pembangunan kerjaya kerana ia telah diakui bahawa jawatan yang lebih tinggi menjanjikan gaji yang lebih baik.

Kesimpulannya, kajian ini adalah penting kepada pengurusan industri hospitaliti, kerajaan, dan badan pengambilan sumber manusia untuk mendidik pembuat dasar industri perhotelan Nigeria dalam memperbaiki dan mengekalkan pembangunan kerjaya wanita serta membantu kerajaan merancang dan menggubal dasar-dasar yang sesuai dan berdaya maju ke arah memastikan pengendali hotel di Nigeria mengekalkan kesaksamaan jantina dalam industri masing-masing. Ia juga diharapkan supaya pengurus-pengurus hotel mampu menggalakkan dasar organisasi mesra jantina yang menggalakkan profesionalisme dan merit dan bukan diskriminasi yang akan memandu haluan kerjaya wanita.



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This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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LIST OF ABBREVIATIONS

ABN	African Business Newsletter
AHEN	African Herald Express Newspaper
BLS	Bureau of Labour Statistics
CAD	Career Development
EST	Ecological System Theory
ECOF	Economic Factor
FAMF	Family Factor
FIW	Family Interference with Work
GDP	Gross Domestic Product
H1-H6	Hypothesis 1 - Hypothesis 6
INDF	Individual Factor
ILO	International Labor Organization
L.G.A	Local Government Area
NBLS	National Bureau of Labor Statistics
NBS	National Bureau of Statistics
NTDC	Nigerian Tourism Development Corporation
ORC	Organizational Culture
SCA	Schein's Career Anchors
SCT	Self-concept theory
SSCE	Senior School Certificate Examination
SOCF	Socio-cultural Factor
SPSS	Statistical package for social science
TECH	Technological Change
UNWTO	United Nation World Tourism Organization
UNDP	United Nations Development Programme
UN	United Nations
VIF	Inflation Factor
WAT	Work Adjustment Theory
WTTC	World Travel and Tourism Council

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides a general overview of the background of the present study, including, the statement of the problem, objectives, and relevance of the study. The chapter also discussed the scope of the study and the structure of the thesis.

1.2 Background of the Study

The hospitality industry is represented in every country in the world and is defined as a multifaceted service industry consisting of a broad category of businesses that relies entirely on customer's satisfaction and other supplementary services either on welfare reasons or profit gain (Bello and Bello, 2015). The industry has experienced an expanding growth worldwide, thus, becoming a paramount industry in the service economy of many countries (World Travel and Tourism Council (WTTC), 2014; United Nation World Tourism Organisation (UNWTO), 2010; Baker, et al., 2000). The contributions of the industry towards the provisions of employment opportunities for individuals are enormous, hence, promoting the Gross Domestic Product (GDP) of many countries (Barbara, et al., 2015). WTTC (2014) reported that hospitality industry generated more than 98,000,000 jobs worldwide in 2011 (3.3% of total employment) and the number increased by 2.3% in 2012 to 100,200,000. The report posits further that employment contributions of the hospitality industry grew by 265,855,000 in 2013 (8.9% of total employment), and rise by 2.5% in 2014 to 272,417 million (9.0% of total employment).

Hospitality industry provides considerable employment opportunities for both men and women, either on the part-time or full-time basis (International Labour Organisation (ILO), 2012). In general, women constitute a reasonable number of the labor force in this industry with 56.6% while men are about 43.5% (Bureau of Labour Statistics, 2012). Studies have shown that organizations with a high number of women's representation in their top management positions perform well both organizationally and financially (Folkman, 2012; Catalyst, 2016). In order words, the role of women in the society if empowered cannot be over emphasized. According to Kazlauskaite (2012), most business organizations that understand the philosophy of women empowerment vis a vis their roles in the society made it a matter of policy to promoting women to leadership positions.

The African Herald Express Newspaper (2014) pointed that the increase of women in leadership roles in business organizations contributes to the transformation of the country's economic development. In another situation, researchers within the hospitality industry have suggested that retention of satisfied and committed women is central to the industry's survival and success (Alexandrov et al., 2007; Karatepe and

Baddar, 2006). The leadership qualities that emanates from women's natural characteristics such as compassion, conflict management, stimulation and self-orientation were connected to the successful performance of the industry (Karatepe and Baddar, 2006). This is supported by Nwosu (2014) who stated that more women are acquiring hospitality education; hence, women in senior management positions have a tendency to perform in their positions in the industry.

Nigeria has a fair share of employment contributions in the hospitality industry. In 2013, the hospitality industry in Nigeria generated about 1,837,000 jobs which increased to 260,000,000 in 2014 (World Travel and Tourism Council, WTTC, 2014). In the context of gender balance, Nigerian women have a fair share in the labor force of the hospitality industry (Bello and Bello, 2015). It was estimated that in 2011, almost 1,266,093 of women compared to 464,215 of men were employed in the Nigerian hospitality industry (African Business Newsletter, 2011). While in 2013, statistics had it that out of the job opportunities that were provided in the hospitality industry, about 1,385,098 which represent 75.4% of the job placements were filled by women and the remaining 24.6% put at 451,902 are filled by men (National Bureau of Statistics, 2014). The above-mentioned evidence highlights the contributing role of the hospitality industry in creating opportunities for individual employment (McMillan et al., 2011; UNWTO, 2011b; Ampumuza et al., 2008).

Hospitality industry which comprises of many establishments has the hotel as the largest sector (Yusoff, et al., 2011). The hotel sector is referred as the heart of hospitality business (Evans, 2009) and accounted for 52% of hospitality industry sales mix, thus, a dominant sector in the hospitality economy (Niewiadomski, 2013a; Yusoff, et al., 2011). Since in the past, the hotel sector has been said to offer large career opportunities and advancement for both men and women compared to other sub-sectors in the hospitality business (McGunnigie and Jameson, 2000). This is because, the sector according to Igbojekwe (2002) has chains of departments and sections which employees can advance in their career which includes housekeeping, front office, food and beverages department and administration (such as accounts, marketing, general administration among others). All these departments and sections are able to offer better career development opportunities for employees even to the level of management and executive positions unlike other sub-sectors (Garcia-Martinez and Diala, 2014; Rogerson, 2014).

As stated earlier, women constituted a high proportion of the hospitality workforce globally and in Nigeria. Based on that, it appears that there is a career opportunity for women in the hospitality industry. However, these career advancement opportunities mostly to higher managerial positions in hospitality industry are very limited when it comes to women due to the preconceived assumption that women are less managerial oriented than men (Baum, 2013) making their potential to higher position or development to be ignored (Verick, 2014; UNWTO, 2011b). It had also been reported that hotel sector in Nigeria is gender bias by not giving women career prospect like their male counterparts (Akinwale, 2013; Akanbi and Salami, 2011). Literature shows that the hotel sector tends to employ men as managers with the assumption that women are less capable of handling the management position due to the nature of the sector

which involves long and anti-social working hours that disadvantage women (Pinar et al., 2011; Gong, 2008).

Evidence had also shown that the low percentage of women advancing to higher managerial positions in Nigeria is mainly due to lack of career opportunities rather than the lack of interest (Abunar, 2011). Coogan and Chen (2007) and Blustein and Fouad (2008) affirmed that women career development depicts high career interruptions and decreased opportunities for advancement as a result of the various contextual micro and macro factor influences such as gender socialization, role expectations, cultural backgrounds, economic conditions, workplace environment, generational status, geographical location, political ideologies, lack of employment opportunities, discrimination, sexual harassment and family responsibilities which portrays career pursuit as secondary to traditional roles of child care and family responsibilities for women. This greatly disadvantages women in the workplace resulting in gender inequality. In order to achieve gender balance, organization's decision-making positions must be open to both women and men and both genders should be equally represented in top management positions (ILO, 2012; Hausmann et al., 2012).

In view of this, there is a need to understand factors responsible for women under-representation in the higher or managerial position in the hotel sector in Nigeria. Therefore, the motivation for the present study is to examine factors influencing women career development in the hotel sector in Nigeria.

1.3 Statement of the Problem

The nature of hotel business requires committed, craving, and risk-taking individuals, hence, the sector tends to hire men as managers with the assumption that women are dedicated to their career for a short term (Cave and Kilic, 2010). Hotel sector is also characterized by long and anti-social working hours that disadvantage women more so than men because the recruiters and management discriminate against women when it comes to promotion to higher positions based on the preconceived assumptions that women are weaker vessels, hence, cannot cope with the stress of managing the sector (Baum, 2013; Pinar et al., 2011; Zhong, 2006), even though studies have proved that some women are far more determined than their male counterparts and have valuable management abilities such as good communication, adaptability, and flexibility which provides good organization outcomes (Timo and Davidson, 2005; Wong and Chung, 2003 and Liu and Wilson, 2001).

Kattara (2005) study found that only 153 (13.2%) of hotel managers in Egypt were women out of a total of 1,161 and only three women in 71 hotels were able to progress to higher managerial positions. Another research of middle managers in the international hotel industry in Jordan found that only 33 women (16%) compared to 174 men (84%) are in the management positions (Masadeh, 2009). In addition, Timo and Davidson's (2005) study on Australian multinational corporations explained that about 34.5% women compared to 65.5% of men managers are in the hotel sector. The

above findings are consistent with issues found in hotel sectors in Asia and Middle Eastern countries. According to Li and Leung's (2001), only two women in 77 hotels in Singapore have reached general manager position. Similarly, Ng and Pine (2003) study indicated that out of 72 hotels in Hong Kong, only three women have made it to the general management positions. This is negative trends and void of gender balance in the placement of equal opportunities for both genders in managerial positions.

In the Nigerian hotel sector, there is also the high involvement of women, where women constitute about 128,654 of the hotel workforce (National Bureau of Statistics, NBS, 2015). However, a report by United Nations World Tourism Organization (UNWTO, 2012) has shown that 56.6% of women are at clerical level; about 34.8% and 34.9% are at service and management level respectively. This is supported by Akinwale (2013) study which found that no woman manager was represented out of the 153 hotel employees surveyed. The author stated that women are dominating the lower ranked jobs such as receptionist, bar staff, and cooking assistances, and not given the opportunity in general advancement opportunities not reaching high management positions (Akinwale, 2013). In addition, most women in Nigerian hotel sector earn an average of 10% in income less than their men counterparts (UNWTO, 2012). This pay gap between men and women can be attributed to gender inequality (Fapohunda, 2013; Elijah, 2007).

Previous studies in the domain of women career development have shown that a variety of factors such as individual, cultural, developmental, social, environmental factors, and family, many of which are unforeseen and unpredictable influences career development of women (Patton and McMahon, 2006; Hickey et al., 2012; Rh'eaume et al., 2011; Larsen et. al., 2003). However, according to Nchabira (2013) there is still a need to study with regards to women and career development as organization should continuously attempt to develop strategic plans to groom women for management positions especially when earlier study has suggested that organization structure and culture could be barriers for low percentage of women at the managerial level (Powell and Graves, 2003). Cross (2010) pointed that most organizations tend to favor men more than women when it comes to promotion due to the preconceived notion that women are not competent enough for managerial positions as a result of cultural roles of childbearing and family responsibilities which are reported to be a major barrier to most women's career achievement.

In addition, Lahti (2013) posits that society sets standards, expectations, and customs to organizations and individuals as a result women with high career orientation are often seen as greedy and cold and thus affects women career aspiration for leadership positions. Consequently, Shvedova (2005) stated that traditional role expectations result to lack of confidence among women to aspire to higher positions as it is believed that women are meant to be home keepers. Considering the fact that technology is now the driving force of many organizations, Spitz-Oener (2006) pointed that invention of new technology has given rise to a specific form of employment for women such as receptionist and teleworkers which could result in polarization of women in lower paid jobs. Similarly, Banber and Lansbury (2013) contends that there is limited attention in the context of women's employment and technological change effect in the

workplace. Literature also shows that economic factor impacts career development of individuals (Kabeer, 2012). Sarwar and Azmat, (2013) noted that economic factors can possibly have an influence on overall career developmental goals of women.

Even though many studies have been conducted on career development, however, extant literature about career development of women does not account for a more in-depth understanding of the factors relevant to explaining career development of women especially with regards to hotel sector generally even in Nigeria (Ho, 2013; Lagasi and Buba, 2016). Furthermore, many studies in women career development have been performed as descriptive rather than analytical and lack a systematic approach (Price, 2009; Gaynor et. al., 2007). For example, most studies related to the career development of women in the hotel sector in Nigeria focused on gender ratio of staff in the hotel sector (Akinwale, 2013), reasons for choosing a career in the hotel sector (Bello and Adebayo, 2009), and outcomes of hotel education programmes for graduate attrition and retention (Nwosu, 2014).

Also, much previous research on career development of women has being criticized for lacking a strong, explicit, theoretical basis (Robinson, 2005; Robinson and Bornholt, 2007). The major and most frequently cited theories on career development such as personality development and career choice theory (Roe, 1956), career development theory (Ginzberg et. al., 1951), career typology (Holland, 1959), and social and cognitive career theory (Lent et. al., 1994) are based on a variety of developmental, social-cognitive, personality, and person-environment fit perspectives which tend to examine an individuals' career choice and do not take into account social and environmental contextual factors including the challenges, complexities, and uncertainties of the 21st-century workplace that influence career development of women (Price, 2009). The theories are developed within the context of Western industrialized society with reference to white middle-class males and therefore cannot be assumed to be universally applicable (McIlveen and Patton, 2006; Creed and Patton, 2004). Thus, are likely to have little relevance for women in the hotel sector in the developing country such as Nigeria.

Based on the limitations of the earlier theories, Cook et al (2002) used ecological system theory to develop a model that explains career development of women. The framework recognizes environmental interventions that take into account women's career development and focus on the barriers (i.e. family, organization, religion, culture, and social factors) that women face in their career development. The study acknowledged a significant connection between women career development, their immediate environment (micro-system), and the global society (macro-system). Therefore, it is anticipated that this ecological system model could also be applicable with regards to women career development in the hotel sector in general and in the context of Nigeria, which is still limited (Wang, 2011; Bello and Bello, 2015). Therefore, theoretical informed approaches are needed to identify and explain factors influencing women career development in Nigeria hotels. Based on the limitations described above, it is believed that there are gaps to be filled with regards to the career development opportunity in general and more specifically in Nigeria.

1.4 Research Questions

This study intends to examine micro and macro factors influences on career development of women in Etsako West LGA, Nigeria.

The following research questions are considered in the present study:

1. What are the effects of the dimensions of micro factor on women career development in the hotel sector in Etsako West LGA, Nigeria?
2. What are the effects of the dimensions of a macro factor on women career development in the hotel sector in Etsako West LGA, Nigeria?
3. What are the dimensions of micro and macro Factors that mostly predicts women career development in the hotel sector in Etsako West LGA, Nigeria?

1.5 Research Objectives

The general objective of the present study aimed at examining the factors that influence the career development of women in the hotel sector in Etsako West LGA, Nigeria.

The specific objectives are:

1. To examine the relationship between the dimensions of micro factor and women career development in the hotel sector in Etsako West LGA, Nigeria.
2. To examine the relationship between the dimensions of macro factor and women career development in the hotel sector in Etsako West LGA, Nigeria.
3. To determine the dimensions of micro, and macro factor that mostly predicts women career development in the hotel sector in Etsako West LGA, Nigeria.

1.6 Significance of the Study

The outcome of the present study is expected to contribute both practically and theoretically to the body of knowledge, hence, the following.

1.6.1 Practical Significance

Practically, the outcome of present study is expected to be useful to the following target populations:

Hospitality Industry Management in Nigeria

The outcome of the present study will enable authorities in charge of the hotel sector to know dimensions that have an effect on career development among women in the hotel sector in Etsako West LGA. Furthermore, it will enable the management of hotel

sector to know the dimensions contributing to career development among women and the extent to which they understand and translate these dimensions into reality in terms of women empowerment and supports. In addition, the study will educate policy makers in Nigerian hotel sector on how to improve and sustain women career development.

The government of Nigeria

The outcome of the present study will enable the government to identify factors that influence career development of women in the hotel sector. Thereby, suggesting to the government the need to formulate policy capable of protecting career women in the hotel sector. The study will bring to the limelight, the expectations of career women in the Nigerian hotel from the government of Nigeria. Hence, assists the government to plan and formulate feasible and viable policies towards ensuring that a hotel operator in Nigeria maintains gender equality in their respective sector.

Human Resources Recruitment Practitioners

The study will enable the sector recruiters to benefit from a deeper understanding of the issues related to women's career development and advancement, thereby fulfilling their responsibilities to help all women in the sector develop their abilities and create a more supportive work environment for women. The outcome of the present research will enable human resources recruitment practitioners in Nigeria to understand dimensions that determine career development among women in the hotel sector. Thus, assists to formulate appropriate strategies and recruitment plans to ensuring gender balance in their recruitment functions, hence, sustaining women career development in Nigeria hotel sector.

1.6.2 Theoretical Significance

The present study contributes theoretically to the body of knowledge; hence examine the micro and macro factor dimensions that determine career development of Nigerian women in the hotel sector. Furthermore, in view of the fact that the present study anchored on the ecological system theory, therefore, the study had contributed in large measure towards extending the applicability of this theory to hospitality studies in Nigeria and also bridging the gap of limited studies on women career development that characterized the Nigerian hospitality literature.

1.7 Scope of the Study

Many factors have been identified to affect women career development, this research will focus on some of the macro and micro factors and their influence on women career development with emphasis on the hotel sector in Nigeria. This study will be limited to selected hotels in Etsako West LGA, Edo State, Nigeria. Finally, the study will be limited to hotel sector of the hospitality industry.

1.8 Definition of Terms

Hospitality Industry: Telfer (2000) defines hospitality industry as a large service industry comprising many classifications of establishments aimed at providing comfort and other supplementary services for people. The hospitality industry is the establishments that specialize in conveying services to its consumer. The hospitality industry guarantees that the beneficiaries are overall treated to guarantee that they get a charge out of their recreation time to the greatest.

Hotel Sector: Hotel is an establishment that provides temporal accommodation, food or drinks for travelers (Bunda, 2014). In this study, the hotel sector is a diverse organization that provides comfort for people within a short period.

Career: career is a process of an individual's improvement in his career path in one or more organizations (Baruch and Rosenstein, 1992). A career in this study is a certain profession an individual is willing to develop and progress for a long term.

Career Development: it is referred to as the management of an individual's careers and progression within organizations (Simonsen, 1997). This study defines career development as a person's lifelong process of managing progression in learning and work in the labor force.

Micro Factor: these are those factors that affect organization's immediate area of operations, performance and decision-making capability. These factors are controllable by individuals and organizations involved such as organizational culture, individual traits, family influences, religion, ethnicity and many others (Tabetando, 2013). In this study, the micro factor is those within an individual's immediate environment that influences their personal and career development which include organizational culture, family factor and individual factor.

Macro Factor: these are those external and uncontrollable factors that affect many individual at both regional and national level and as well influences organization's strategies, performance, and decision-making such as legal, cultural values, political and social factors (Krause, 2013). In this study, the macro factor is those factors beyond individual and organizations control which have an impact on the choice and opportunity available for career outcomes, thus, socio-cultural factor, economic factor, and technological change.

1.9 Summary

The chapter one of the present studies presented the background of the study and the statement of the problem. Other compositions of the chapter one are the objectives, significant, and the scope of the study, including the definition of terms. The chapter ends by summarizing the entire chapter.

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