

Towards developing a theoretical framework for measuring public sector managers' career success

ABSTRACT

Purpose – The purpose of this paper is to develop a theoretical framework for measuring public sector managers' career success. **Design/methodology/approach** – The theoretical foundation used in this study is social cognitive career theory. To conduct a literature search, several keywords were identified, i.e. career success, objective and subjective career success, managers, managerial career development and social cognitive career theory. Several electronic databases available in the university's library, such as Emerald, EBSCOHost, SAGE, Science Direct and Blackwell Synergy, were used to search for resources. Literature includes sources written in both English and Malay. **Findings** – The four factors that have predictive potential on managers' career success are individual-related factors, organizational-related factors, managerial competencies-related factors, and the person-environment fit factor. Career success should be operationalized using both objective and subjective career success. **Research limitations/implications** – The study was exploratory, based on a literature review. Empirical study is needed to examine the predictive potential of the four key factors (i.e. individual-related factors, organizational-related factors, managerial competencies-related factors, and person-environment fit factor) for public sector managers' career success. **Practical implications** – Strengthening the HRD framework through organizational development, personnel training and development and career development may develop and unleash individual potential which leads to positive career outcomes (objective and subjective career success). **Originality/value** – The research constructs a theoretical framework which outlines the predictive potential of four key factors on public sector managers' career success. The four key factors can be developed through HRD practices.

Keyword: Career development; Careers; Malaysia; Managers; Public sector organizations