

Manual of the Organizational Career Growth Scale

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Career development researchers (e.g., see Ng, Eby, Sorensen, & Feldman, 2005; Seibert, Kraimer, & Liden, 2001) have tended to focus on objective and subjective measures of career success over an individual's work life, across organizations. More recently, Weng and McElroy (2012) shifted the focus to organizational career growth, or the degree to which employees experience career growth within their current organization (rather than the assessment of career outcomes across their total work career). This is an important distinction insofar as career development of employees over their total work life is more unpredictable and independent of individual organizational outcomes; while organizational career growth is more regular and more closely associated with individual attitudes and behavior (Weng & Xi, 2010). Research on organizational career growth, therefore, has greater implications and is more relevant to understanding the employee–employer relationship than is career development over an employee's total working career (McElroy & Weng, 2016).

Organizational career growth was originally measured using four dimensions: (1) career goal progress, (2) professional ability development, (3) promotion speed, and (4) remuneration growth (Weng, McElroy, Morrow, & Liu, 2010). This multi-dimensional conceptualization implies that career growth is both a function of the employees' efforts and the organization's willingness and ability to reward such efforts. More recently, Weng and McElroy (2012) collapsed these four dimensions to three, because promotion speed and remuneration growth were highly correlated, particularly for employees in managerial positions. Recent studies (e.g., Kim et al., 2016; Spagnoli & Weng, 2017) have showed the cross-cultural validation of this scale.

Drawing on social exchange theory, Weng et al. (2010) have argued that employees who perceive having positive career growth tend to reciprocate this to their organization. For example, recent studies have empirically linked career growth to organizational commitment (Weng & McElroy, 2010), turnover intentions (e.g., Chen, Hou, Li, Lovelace, Liu, & Wang, 2015), job satisfaction (Spagnoli, 2017), and employee voice behavior (Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014).

Appendix: Scales

Career goal progress

- (1) My present job moves me closer to my career goals.
- (2) My present job is relevant to my career goals and vocational growth.
- (3) My present job sets the foundation for the realization of my career goals.
- (4) My present job provides me with good opportunities to realize my career goals.

Professional ability development

- (1) My present job encourages me to continuously gain new and job-related skills.
- (2) My present job encourages me to continuously gain new job-related knowledge.
- (3) My present job encourages me to accumulate richer work experiences.
- (4) My present job enables me to continuously improve my professional capabilities.

Promotion speed

- (1) My promotion speed in the present organization is fast.
- (2) The probability of being promoted in my present organization is high.
- (3) Compared with previous organizations and attainable jobs, my position in the present one is ideal.
- (4) Compared with my colleagues, I am being promoted faster.

Remuneration growth

- (1) My salary is growing quickly in my present organization.
- (2) In this organization, the possibility of my current salary being increased is very large.
- (3) Compared with my colleagues, my salary has grown more quickly.

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