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**THE INFLUENCE OF SELF-EFFICACY AND PERCEIVED  
ORGANIZATIONAL SUPPORT ON SUBJECTIVE CAREER SUCCESS  
AMONG MAYBANK EMPLOYEES**

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**MASTER OF HUMAN RESOURCE MANAGEMENT**

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ORGANIZATIONAL SUPPORT ON SUBJECTIVE CAREER SUCCESS  
AMONG MAYBANK EMPLOYEES**



**By  
NUR SYAFINAH BINTI ZAKI HASHIM**

**Thesis Submitted to  
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**Pusat Pengajian Pengurusan  
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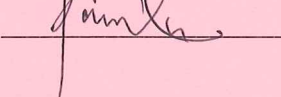
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## ABSTRACT

The issue of career success in financial services sector had recently highlighted after seeing the decrease of a job creation that reflected the potential and the existing employees to be multitasking to fulfill the job demand. Besides, they also need to face with high-skilled jobs due to the changing of trends and technological advances currently. The purpose of this study is to examine the relationship between self-efficacy and perceived organizational support (POS) towards subjective career success. By using proportionate stratified random sampling and simple random sampling, data was gathered from various level of employees at all Maybank branches in Kelantan. The questionnaires were distributed to 170 Maybank employees in Kelantan and only 117 used for analysis. Results found that self-efficacy and POS are significantly related to subjective career success. The theoretical and practical implications are discussed. Finally, some recommendations for future research and practitioner also are discussed.

**Keywords:** subjective career success, self-efficacy, perceived organizational support, Maybank, Kelantan.



## ABSTRAK

Kebelakangan ini, isu kejayaan kerjaya di dalam sektor perkhidmatan kewangan telah diketengahkan selepas melihat pengurangan penciptaan pekerjaan yang menyebabkan bakal pekerja baru dan pekerja yang sedia ada perlu berkebolehan tinggi bagi memenuhi permintaan kerja. Selain itu, mereka juga perlu berhadapan dengan pekerjaan yang berkemahiran tinggi kerana perubahan trend dan kemajuan teknologi pada masa ini. Tujuan kajian ini adalah untuk mengkaji hubungan antara efikasi-kendiri dan sokongan organisasi terhadap kejayaan kerjaya subjektif. Dengan menggunakan persampelan rawak berstrata berkadar dan pensampelan rawak yang mudah, data telah dikumpul dari pelbagai peringkat pekerja di semua cawangan Maybank di Kelantan. Soal selidik telah diedarkan kepada 170 pekerja Maybank di Kelantan dan hanya 117 yang digunakan untuk analisis. Keputusan mendapati bahawa efikasi-kendiri dan sokongan organisasi berkait secara positif terhadap kejayaan kerjaya subjektif. Implikasi teori dan praktikal dibincangkan. Akhir sekali, beberapa cadangan untuk penyelidikan dan pengamal masa hadapan juga turut dibincangkan.

**Kata kunci:** kejayaan kerjaya subjektif, efikasi-kendiri, sokongan organisasi, Maybank, Kelantan.



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## LIST OF ABBREVIATIONS

Maybank	Malayan Banking Berhad
POS	Perceived Organizational Support
SCT	Social Cognitive Theory
SCCT	Social Cognitive Career Theory





# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter presents the background of the study, problem statement, research questions, research objectives, significance of the study, scope of the study and definition of variables and terms. Finally, the organization of the study are also presented.

### **1.1 Background of the Study**

Nowadays, people are competing to have their own careers as it is an important part of their life. Career is about the history of people's occupational and becomes more and more vital in people's life now. Career defined as a progressing sequence of experiences gained by a person from time to time (Kidd & Killeen, 1992). Career success is the actual achievement of an individual gathered based on their experiences obtained from work they have been done (Judge, Cable, Boudreau, & Bretz, 1995).

Career success can be clarified as one of the important things to individuals because the success of an employee can eventually bring success to the organizational (Walsh, Boehm, & Lyubomirsky, 2018; De Vos & Soens, 2008; Cox & Harquail, 1991; Judge, Higgins, Thoresen, & Barrick, 1999). Therefore, career success is essential to both individual and organization. As a manager, he or she must be responsible in managing his or her subordinate and as the subordinate, his or her also must go into and concern towards

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## **APPENDICES**



### **APPENDIX A: QUESTIONNAIRE**



**UNIVERSITI UTARA MALAYSIA  
SCHOOL OF BUSINESS MANAGEMENT**

**“THE INFLUENCE OF SELF-EFFICACY AND PERCEIVED  
ORGANIZATIONAL SUPPORT ON SUBJECTIVE CAREER SUCCESS”**

Greetings!

Thank you for your participation in this survey. It is a great pleasure to inform you that currently I am conducting a research project entitled "The Influence of Self-Efficacy and Perceived Organizational Support on Subjective Career Success" at your organization. Therefore, I am seeking your cooperation in completing the questionnaire that will take approximately ten minutes. The questionnaire has 2 sections; section A and B. I highly recognize that your time is very valuable, thus I appreciate all your contributions in answering this questionnaire. Information provided will be kept **CONFIDENTIAL** and will be used purely for academic purpose only. Please do not hesitate to contact me, if you have any query about this research.

Thank you very much for your precious time and cooperation.

Wish you have a great day.

Yours sincerely,

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**UNIVERSITI UTARA MALAYSIA**  
**PUSAT PENGAJIAN PENGURUSAN PERNIAGAAN**

**“PENGARUH EFIKASI-KENDIRI DAN SOKONGAN ORGANISASI  
TERHADAP KEJAYAAN KERJAYA SUBJEKTIF”**

Salam sejahtera!

Terima kasih di atas penglibatan anda dalam kaji selidik ini. Adalah ingin dimaklumkan bahawa pada masa ini saya sedang menjalankan projek penyelidikan bertajuk "Pengaruh Efikasi-Kendiri dan Sokongan Organisasi terhadap Kejayaan Kerjaya Subjektif" di organisasi anda. Oleh itu, saya mengharapkan kerjasama daripada anda dalam menjawab soal selidik yang akan mengambil masa kira-kira sepuluh minit. Soal selidik ini mempunyai dua bahagian iaitu bahagian A dan B. Saya amat menghargai masa yang anda luangkan dalam menjawab soal selidik ini. Maklumat yang diberikan adalah **SULIT** dan hanya akan digunakan untuk tujuan akademik sahaja. Sekiranya anda mempunyai sebarang pertanyaan mengenai penyelidikan ini, anda boleh terus menghubungi saya.

Terima kasih di atas masa dan kerjasama anda.

Yang benar,  
NUR SYAFINAH BINTI ZAKI HASHIM (824564)  
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## SECTION A: PROFILE OF DEMOGRAPHIC

Please tick (/) at the boxes with the most appropriate statement about yourself.

*Sila tandakan (/) pada kotak jawapan yang paling sesuai dengan diri anda.*

1. Gender  
(*Jantina*) ☐ Male (*Lelaki*) ☐ Female (*Perempuan*)
2. Race  
(*Bangsa*) ☐ Malay (*Melayu*) ☐ Indian (*India*)  
☐ Chinese (*Cina*) ☐ Others (*Lain-lain*) \_\_\_\_\_
3. Age  
(*Umur*) ☐ < 25 years old (*tahun*) ☐ 40 - 44 years old (*tahun*)  
☐ 25 - 29 years old (*tahun*) ☐ 45 - 50 years old (*tahun*)  
☐ 30 - 34 years old (*tahun*) ☐ > 50 years old (*tahun*)  
☐ 35 - 39 years old (*tahun*)
4. Marital Status  
(*Status perkahwinan*) ☐ Single (*Bujang*) ☐ Married (*Berkahwin*) ☐ Others (*Lain-lain*)
5. Education Level  
(*Taraf pendidikan*) ☐ SPM  
☐ STPM/Diploma  
☐ Degree (*Ijazah Sarjana Muda*)  
☐ Master (*Ijazah Sarjana*)  
☐ PhD (*Doktor Falsafah*)  
☐ Others (*Lain-lain*) \_\_\_\_\_
6. Years of Employment  
(*Tahun pekerjaan*) ☐ Less than 2 years (*Kurang dari 2 tahun*) ☐ 6 - 8 years (*6 - 8 tahun*)  
☐ 3 - 5 years (*3-5 tahun*) ☐ More than 9 years (*Lebih dari 9 tahun*)
7. Salary per month  
(*Gaji bulanan*) ☐ Less than RM 2000 (*kurang dari*) ☐ RM 5001 - RM 6000  
☐ RM 2001 - RM 3000 ☐ RM 6001 - RM 7000  
☐ RM 3001 - RM 4000 ☐ RM 7001 - RM 8000  
☐ RM 4001 - RM 5000 ☐ More than RM 8000 (*lebih dari*)

## SECTION B: INDEPENDENT VARIABLES AND DEPENDENT VARIABLE

Please read each of the following items and indicate the degree of your agreement or disagreement which best represents your opinion. Indicate your choice by **circling the number** in the range given.

*Sila baca setiap item berikut dan tunjukkan tahap penyetujuan yang paling sesuai dengan pendapat anda. **Bulatkan** yang paling bersesuaian dengan anda dengan menggunakan skala yang diberikan.*

1	2	3	4	5
Strongly disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neutral <i>Netral</i>	Agree <i>Bersetuju</i>	Strongly agree <i>Sangat bersetuju</i>

1.	When I make plans for my career, I am confident I can make them work. <i>Apabila saya membuat perancangan untuk kerjaya saya, saya yakin saya boleh membuat ianya berhasil.</i>	1	2	3	4	5
2.	If I can't do a job for the first time, I keep trying until I can. <i>Sekiranya saya tidak dapat melakukan tugas yang diberikan bagi kali pertama, saya terus berusaha sehingga saya boleh melakukannya.</i>	1	2	3	4	5
3.	When I set important career goals for myself, I rarely achieve them. <i>Apabila saya menetapkan matlamat kerjaya yang penting untuk diri saya, saya jarang mencapainya.</i>	1	2	3	4	5
4.	I avoid facing career difficulties.	1	2	3	4	5

	<i>Saya mengelak daripada menghadapi kerjaya yang sukar.</i>					
5.	When I have something unpleasant to do that will help my career, I stick with it till I am finished. <i>Apabila saya mempunyai sesuatu yang tidak menyenangkan untuk dilakukan bagi membantu kerjaya saya, saya tetap melakukannya sehingga selesai.</i>	1	2	3	4	5
6.	When I decide to do something about my career, I go right to work on it. <i>Apabila saya membuat keputusan untuk melakukan sesuatu berkaitan kerjaya saya, saya berusaha melakukannya.</i>	1	2	3	4	5
7.	When trying to learn something new on the job, I soon give up if I am not initially successful. <i>Apabila saya cuba mempelajari sesuatu kerja yang baharu, saya akan berputus-asa sekiranya tidak berjaya pada peringkat awal.</i>	1	2	3	4	5
8.	I avoid trying to learn new things that look too difficult for me. <i>Saya cuba mengelak dari mempelajari perkara baru jika ianya kelihatan terlalu sukar bagi saya.</i>	1	2	3	4	5
9.	I feel insecure about my ability to get where I want in this organization. <i>Saya berasa tidak yakin dengan keupayaan saya untuk berada di tempat yang saya mahukan di dalam organisasi ini.</i>	1	2	3	4	5
10.	I rely on myself to accomplish my career goals. <i>Saya bergantung kepada diri saya untuk mencapai matlamat di dalam kerjaya.</i>	1	2	3	4	5

11.	I do not seem capable of dealing with most problems that come up in my career. <i>Saya berasa tidak berkemampuan dalam menangani pelbagai masalah yang datang dalam kerjaya saya.</i>	1	2	3	4	5
12.	The organization values my contribution to its well-being. <i>Organisasi menghargai sumbangan saya kepada kesejahteraan mereka.</i>	1	2	3	4	5
13.	The organization strongly considers my goals and values. <i>Organisasi sangat mempertimbangkan matlamat dan nilai saya.</i>	1	2	3	4	5
14.	Help is available from the organization when I have a problem. <i>Apabila saya menghadapi masalah, organisasi sedia memberi bantuan.</i>	1	2	3	4	5
15.	The organization really cares about my well-being. <i>Organisasi sangat mengambil berat tentang kesejahteraan saya.</i>	1	2	3	4	5
16.	The organization is willing to help me when I need a special favor. <i>Organisasi bersedia membantu saya apabila saya memerlukan bantuan khas.</i>	1	2	3	4	5
17.	The organization cares about my general satisfaction at work. <i>Organisasi mengambil berat tentang kepuasan am saya di tempat kerja.</i>	1	2	3	4	5
18.	The organization cares about my opinions. <i>Organisasi mengambil berat tentang pendapat saya.</i>	1	2	3	4	5
19.	The organization takes pride in my accomplishments at work.	1	2	3	4	5

	<i>Organisasi berbangga dengan pencapaian saya di tempat kerja.</i>					
20.	The organization tries to make my job as interesting as possible. <i>Organisasi berusaha untuk menjadikan pekerjaan saya lebih menarik.</i>	1	2	3	4	5
21.	I am satisfied with the success I have achieved in my career. <i>Saya berpuas hati dengan kejayaan yang saya capai dalam kerjaya saya.</i>	1	2	3	4	5
22.	I am satisfied with the progress I have made towards meeting my overall career goals. <i>Saya berpuas hati dengan kemajuan yang telah saya buat bagi memenuhi keseluruhan matlamat kerjaya saya.</i>	1	2	3	4	5
23.	I am satisfied with progress I have made towards meeting my goals for income. <i>Saya berpuas hati dengan kemajuan yang telah saya lakukan ke arah mencapai matlamat pendapatan.</i>	1	2	3	4	5
24.	I am satisfied with the progress I have made towards meeting my goals for advancement. <i>Saya berpuas hati dengan peningkatan yang telah saya lakukan bagi mencapai matlamat kemajuan saya.</i>	1	2	3	4	5
25.	I am satisfied with the progress I have made towards meeting my goals for the development of new skills. <i>Saya berpuas hati dengan peningkatan yang telah saya lakukan bagi mencapai matlamat pembangunan kemahiran baru saya.</i>	1	2	3	4	5

THANK YOU ☺

## APPENDIX B: PROFILE OF RESPONDENT

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	41	35.0	35.0	35.0
	Female	76	65.0	65.0	100.0
	Total	117	100.0	100.0	

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	106	90.6	90.6	90.6
	Chinese	10	8.5	8.5	99.1
	Others	1	.9	.9	100.0
	Total	117	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 25 years old	15	12.8	12.8	12.8
	25-29 years old	5	4.3	4.3	17.1
	30-34 years old	17	14.5	14.5	31.6
	35-39 years old	14	12.0	12.0	43.6
	40-44 years old	21	17.9	17.9	61.5
	45-50 years old	25	21.4	21.4	82.9
	above 50 years old	20	17.1	17.1	100.0
	Total	117	100.0	100.0	

<b>Marital Status</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	23	19.7	19.7	19.7
	Married	92	78.6	78.6	98.3
	Others	2	1.7	1.7	100.0
	Total	117	100.0	100.0	

<b>Education Level</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	45	38.5	38.5	38.5
	STPM/Diploma	32	27.4	27.4	65.8
	Degree	37	31.6	31.6	97.4
	Master	2	1.7	1.7	99.1
	Others	1	.9	.9	100.0
	Total	117	100.0	100.0	

<b>Years of Employment</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	15	12.8	12.8	12.8
	3-5 years	7	6.0	6.0	18.8
	6-8 years	12	10.3	10.3	29.1
	More than 9 years	83	70.9	70.9	100.0
	Total	117	100.0	100.0	



Salary Per Month					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM2000	9	7.7	7.7	7.7
	RM2001-RM3000	8	6.8	6.8	14.5
	RM3001-RM4000	16	13.7	13.7	28.2
	RM4001-RM5000	22	18.8	18.8	47.0
	RM5001-RM6000	24	20.5	20.5	67.5
	RM6001-RM7000	15	12.8	12.8	80.3
	RM7001-RM8000	6	5.1	5.1	85.5
	More than RM8000	17	14.5	14.5	100.0
	Total	117	100.0	100.0	



## APPENDIX C: RESULT OF DESCRIPTIVE STATISTICS

a) Mean of self-efficacy, POS and subjective career success

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Mean SelfEfficacy	117	3.00	5.00	4.0559	.38233
Mean POS	117	1.11	5.00	3.7863	.69789
Mean CareerSuccess	117	1.00	5.00	3.9556	.63252
Valid N (listwise)	117				

b) Descriptive statistics of subjective career success

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with the success I have achieved in my career.	117	1.00	5.00	3.9573	.74733
I am satisfied with the progress I have made towards meeting my overall career goals.	117	1.00	5.00	3.9402	.79101
I am satisfied with progress I have made towards meeting my goals for income.	117	1.00	5.00	3.8889	.74020
I am satisfied with the progress I have made towards meeting my goals for advancement.	117	1.00	5.00	3.9658	.75352

I am satisfied with the progress I have made towards meeting my goals for the development of new skills.	117	1.00	5.00	4.0256	.73651
Valid N (listwise)	117				

c) Descriptive statistics of self-efficacy

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
When I make plans for my career, I am confident I can make them work.	117	1.00	5.00	4.1197	.73300
If I can't do a job for the first time, I keep trying until I can.	117	2.00	5.00	4.2308	.69956
When I set important career goals for myself, I rarely achieve them.	117	3.00	5.00	3.8291	.67327
I avoid facing career difficulties.	117	3.00	5.00	3.9402	.71064
When I have something unpleasant to do that will help my career, I stick with it till I am finished.	117	3.00	5.00	4.0769	.57466
When I decide to do something about my career, I go right to work on it.	117	3.00	5.00	4.2393	.61096

When trying to learn something new on the job, I soon give up if I am not initially successful.	117	3.00	5.00	4.1624	.70659
I avoid trying to learn new things that look too difficult for me.	117	3.00	5.00	4.2479	.65530
I feel insecure about my ability to get where I want in this organization.	117	3.00	5.00	4.0171	.58697
I rely on myself to accomplish my career goals.	117	2.00	5.00	3.6325	.99653
I do not seem capable of dealing with most problems that come up in my career.	117	2.00	5.00	4.1197	.63194
Valid N (listwise)	117				

d) Descriptive statistics of POS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The organization values my contribution to its well-being.	117	1.00	5.00	3.9145	.83638
The organization strongly considers my goals and values.	117	1.00	5.00	3.7778	.83161
Help is available from the organization	117	1.00	5.00	3.8120	.87031

when I have a problem.					
The organization really cares about my well-being.	117	2.00	5.00	3.7607	.81632
The organization is willing to help me when I need a special favor.	117	1.00	5.00	3.8974	.85485
The organization cares about my general satisfaction at work.	117	1.00	5.00	3.7778	.78905
The organization cares about my opinions.	117	1.00	5.00	3.5983	.92903
The organization takes pride in my accomplishments at work.	117	1.00	5.00	3.8034	.82252
The organization tries to make my job as interesting as possible.	117	1.00	5.00	3.7350	.85494
Valid N (listwise)	117				

## APPENDIX D: RESULT OF RELIABILITY TEST

a) Reliability result of subjective career success

Case Processing Summary			
		N	%
Cases	Valid	117	100.0
	Excluded <sup>a</sup>	0	.0
	Total	117	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.895	.895	5

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am satisfied with the success I have achieved in my career.	15.8205	6.597	.742	.572	.872
I am satisfied with the progress I have made towards meeting my overall career goals.	15.8376	6.482	.719	.519	.877
I am satisfied with progress I have made	15.8889	6.651	.734	.551	.873

towards meeting my goals for income.					
I am satisfied with the progress I have made towards meeting my goals for advancement.	15.8120	6.344	.814	.677	.855
I am satisfied with the progress I have made towards meeting my goals for the development of new skills.	15.7521	6.774	.700	.517	.881

b) Reliability result of self-efficacy

Case Processing Summary			
		N	%
Cases	Valid	117	100.0
	Excluded <sup>a</sup>	0	.0
	Total	117	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.767	.781	11

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
When I make plans for my career, I am confident I can make them work.	40.4957	15.649	.259	.336	.769
If I can't do a job for the first time, I keep trying until I can.	40.3846	15.342	.339	.406	.759
When I set important career goals for myself, I rarely achieve them.	40.7863	14.894	.450	.251	.745
I avoid facing career difficulties.	40.6752	15.928	.221	.192	.773
When I have something unpleasant to do that will help my career, I stick with it till I am finished.	40.5385	15.233	.473	.481	.745
When I decide to do something about my career, I go right to work on it.	40.3761	14.444	.618	.507	.728
When trying to learn something new on the job, I soon give up if I am not initially successful.	40.4530	14.491	.501	.405	.739
I avoid trying to learn new things that look too difficult for me.	40.3675	14.631	.524	.443	.737
I feel insecure about my ability to get	40.5983	14.949	.527	.473	.739



where I want in this organization.					
I rely on myself to accomplish my career goals.	40.9829	13.827	.387	.322	.761
I do not seem capable of dealing with most problems that come up in my career.	40.4957	15.149	.435	.460	.748

c) Reliability result of POS

Case Processing Summary			
		N	%
Cases	Valid	117	100.0
	Excluded <sup>a</sup>	0	.0
	Total	117	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.941	9

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The organization values my contribution to its well-being.	30.1624	31.723	.746	.685	.936
The organization strongly considers my goals and values.	30.2991	32.091	.708	.652	.938
Help is available from the organization when I have a problem.	30.2650	31.214	.769	.694	.935
The organization really cares about my well-being.	30.3162	31.908	.746	.666	.936
The organization is willing to help me when I need a special favor.	30.1795	31.442	.759	.640	.935
The organization cares about my general satisfaction at work.	30.2991	31.780	.792	.711	.934
The organization cares about my opinions.	30.4786	29.803	.866	.807	.929
The organization takes pride in my accomplishments at work.	30.2735	31.114	.835	.730	.931
The organization tries to make my job as interesting as possible.	30.3419	31.520	.750	.647	.936

## APPENDIX E: RESULT OF PEARSON CORRELATION

Correlations				
		Mean SelfEfficacy	Mean POS	Mean CareerSuccess
Mean SelfEfficacy	Pearson Correlation	1	.287**	.403**
	Sig. (2-tailed)		.002	.000
	N	117	117	117
Mean POS	Pearson Correlation	.287**	1	.729**
	Sig. (2-tailed)	.002		.000
	N	117	117	117
Mean CareerSuccess	Pearson Correlation	.403**	.729**	1
	Sig. (2-tailed)	.000	.000	
	N	117	117	117
**. Correlation is significant at the 0.01 level (2-tailed).				

## APPENDIX F: MULTIPLE REGRESSION

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	Mean POS, Mean SelfEfficacy <sup>b</sup>	.	Enter
a. Dependent Variable: MeanCareerSuccess			
b. All requested variables entered.			

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 <sup>a</sup>	.572	.564	.41744
a. Predictors: (Constant), Mean POS, Mean SelfEfficacy				
b. Dependent Variable: MeanCareerSuccess				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.544	2	13.272	76.165	.000 <sup>b</sup>
	Residual	19.865	114	.174		
	Total	46.409	116			
a. Dependent Variable: MeanCareerSuccess						
b. Predictors: (Constant), Mean POS, Mean SelfEfficacy						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.245	.424		.577	.565
	Mean SelfEfficacy	.350	.106	.211	3.305	.001
	Mean POS	.605	.058	.668	10.442	.000
a. Dependent Variable: MeanCareerSuccess						