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THE INDIVIDUAL AND ORGANIZATIONAL FACTORS ON CAREER
SUCCESS AMONG MILLENNIALS

By

EZREEN FARHANIM BINTI ZAINOL

Thesis Submitted To
School of Business Management,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the Master of Human Resource Management
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Kedah Darul Aman
Career success refers to the positive feeling of individuals toward their career in the face of volatile circumstances. As organization focus to reach high level of Millennial's work efficiency, there is a need to have workforces that possess a high level of career success in order to boost the work efficiency. This study is to assess the level of career success among Millennials by determining the relationship between career success and individual-related factors of self-efficacy, proactive personality, perceived organizational support and organizational-related factor of mentoring among Millennials employees in service utility organization in Alor Setar, Kedah. Data was obtained from 87 questionnaires targeting Millennials from clerical, operational and middle level management in organization. The result analyzed with Statistical Package for the Social Sciences (SPSS) 24.0 indicate a positive and significant correlation between self-efficacy and mentoring with the career success among Millennials and the results showed the self-efficacy have the strongest significant positive relationship with career success. It is noteworthy to mention that proactive personality and perceived organizational support did not indicate significant relationship with career success because of the lack of skill utilization and limited resources to support Millennial’s career success in the organization. It is recommended that there is a need to form the synergy among management and Millennials to boost the career success of these employees. This will enable employees to attain the necessary skills and to utilize their skills as well that may support their proactivity. These actions are highly required in today’s competitive, so that they can have a smooth career in present and future.

Keywords: career success, self-efficacy, proactive personality, perceived organizational support and mentoring.
ABSTRAK

Kejayaan kerjaya (career success) merujuk kepada perasaan positif individu terhadap kerjaya bagi menghadapi keadaan yang tidak menentu. Bagi mencapai kecekapan kerja dalam kalangan Millennial, wujud keperluan untuk memiliki pekerja yang mempunyai tahap kerjayaan kerjaya yang tinggi untuk meningkatkan kecekapan tenaga kerja. Kajian ini melihat tahap kejayaan kerjaya dalam kalangan Millennial dengan menentukan hubungan antara faktor berkaitan individu iaitu keyakinan diri, personaliti proaktif, sokongan organisasi dan faktor berkaitan organisasi iaitu mentoring dalam kalangan Millennial di organisasi perkhidmatan utiliti di Alor Setar, Kedah. Data diperolehi daripada 87 soal selidik yang diedarkan kepada pekerja Millennial daripada kategori kerani, operasi dan pengurusan pertengahan dalam organisasi. Data dianalisa menggunakan Statistical Package for the Social Sciences (SPSS) 24.0 menunjukkan hubungan yang positif dan signifikan antara keyakinan diri dan mentoring dengan tahap kejayaan kerjaya dalam kalangan Millennial dan keputusan menunjukkan keyakinan diri mempunyai hubungan positif dan paling signifikan. Perlu dinyatakan bahawa faktor personaliti proaktif dan sokongan organisasi tidak menunjukkan hubungan dengan kejayaan kerjaya kerana kekurangan penggunaan kemahiran dan sumber terhad untuk menyokong kejayaan kerjaya Millennial dalam organisasi. Adalah disyorkan agar keperluan untuk membentuk sinergi antara pengurusan dan Millennial dalam usaha meningkatkan kejayaan kerjaya dalam kalangan Millennial. Ini akan membolehkan pekerja untuk mencapai kemahiran yang perlu dan menggunakan kemahiran mereka sebaik mungkin yang akan menyokong tindakan proaktif. Tindakan-tindakan tersebut amat diperlukan untuk menghadapi keadaan persaingan pasaran masa kini agar mereka mempunyai kerjaya yang baik masa kini dan akan datang.

Kata kunci: kejayaan kerja, keyakinan diri, personaliti proaktif, sokongan organisasi, mentoring
ACKNOWLEDGEMENT

Firstly, I thank Allah for ease my journey and I believe Allah is with people who show patience.

Secondly, I would extend my respect and gratitude to my supervisor, Professor Dr. Khulida Kirana Yahya for encouragement, valuable advice and insightful comments during completing my thesis.

I deeply thank my family and my late father for their precious support, understanding and always with me when I need them most. The greatest blessing is when you have a family that believe in you.

Next appreciation goes to my support system, Roshidah Ahmad, Dayang Almahera Ishak, Nurul Hanany A Rahman and Siti Habbibah Hamal for all their kindness and moral support throughout my Master journey and I truly appreciate this friendship.

Lastly, thank you for being there through good and bad times and Allah bless you all.
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<td>Occupational Self-Efficacy Scale Short Form</td>
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<td>Perceived organizational support</td>
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<td>PSS</td>
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<tr>
<td>Sig.</td>
<td>Significance</td>
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<td>Social Cognitive Career Theory</td>
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</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Science</td>
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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Growing competitiveness of economic environment determine changes in employees and employer relationship. It effect from the new elements such as downsizing, delayering and outsourcing that require employees to be more prepared and flexible when managing their career (Bamba, 2016). These led to a change of orientation of career as organization have changed their structure and strategies. Besides, employees nowadays no longer expect lifetime employment because the career concepts seen to be more boundaryless and protean (Inkson, Gunz, Ganesh & Roper, 2013), only individual themselves can meaningfully define their career success with references to their value. Thus, new career perspective started to change responsibility of managing career which allow employees to take charge of managing their own career in order for employees to pursue better opportunities of their career.

In conceptualizing career success, Spurk, Abele and Volmer (2014) discuss the meaning and measurement of objective and subjective career success where these approaches are mutually exclusive but complement one another. Thus, regardless of time, the concept of career has evolved, individual are not bounded with organization-defined career. Previously, career success has been conceptualized in objective components. However, the changes in career perspectives have shifted employee’s perspective of viewing career success to more subjective components (Shockley, Ureksoy & Rodopman, 2015). In their view, objective components such as pay and
REFERENCES


Dear Sir/Madam/Miss

Thank you for agreeing to participate in this research.

The following survey is conducted for a partial fulfilment for the Master of Human Resource Management at Universiti Utara Malaysia. This research paper is attempts to examine career success among employees.

Should you agree to participate in this study, kindly answer the attach questionnaire and indicate your response for each question on the scale provided. The time taken to complete the questionnaire is approximately 20 minutes. For your information, the response will be treated as confidential and will be used for academic purpose.

Thank you for the assistance given and the time taken to answer the questionnaire.

Yours sincerely,

Ezreen Farhanim Binti Zainol (822431)
Master of Human Resource Management
School of Business Management (SBM)
Please CIRCLE your agreement to the statements using the following scale.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

### SECTION A : Career Success

Listed below are statements about career success. Please indicate the degree of your agreement to the statements by circling the scale provided.

1. I am satisfied with the success I have achieved in my career.  
2. I am satisfied with the progress I have made toward meeting my overall career goals.  
3. I am satisfied with the progress I have made toward meeting my goals for income.  
4. I am satisfied with the progress I have made toward meeting my goals for advancement.  
5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

### SECTION B : Self-efficacy

Listed below are statements about self-efficacy. Please indicate the degree of your agreement to the statements by circling the scale provided.

1. If I am in trouble at work, I can usually think of something to do.  
2. Thanks to my resourcefulness, I know how to handle unforeseen situation in my job.  
3. I can remain calm when facing with difficulties in my job because I can rely on my abilities.  
4. When I am confronted with problem in my job, I can usually find several solutions.  
5. I meet the goals that I set myself in my job.  
6. I am prepared to meet most of the demand in my job.
**SECTION C: Proactive Personality**

Listed below are statements about proactive personality. Please indicate the degree of your agreement to the statements by circling the scale provided.

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I am constantly on the lookout for new ways to improve my life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>Wherever I have been a powerful force for constructive change.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>Nothing is more exciting than seeing my ideas turn into reality.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4.</td>
<td>No matter what the odds, if I believe in something, I will make it happen.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5.</td>
<td>I love being a champion for my ideas, even against other’s opposition.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6.</td>
<td>If I see something I don’t like, I fix it.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7.</td>
<td>I excel at identifying opportunities.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.</td>
<td>I am always looking for better ways to do things</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9.</td>
<td>If I believe in an idea, no obstacle will prevent me from making it happen.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10.</td>
<td>I can spot a good opportunity long before others can</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**SECTION D: Perceived Organizational Support**

Listed below are statements about perceived organizational support. Please indicate the degree of your agreement to the statements by circling the scale provided.

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>My organization cares about my opinions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2.</td>
<td>My organization really cares about my well-being.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3.</td>
<td>My organization strongly considers my goals and values.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4.</td>
<td>Help is available from my organization when I have problem.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5.</td>
<td>My organization would forgive an honest mistake on my part.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
6. If given the opportunity, my organization would take advantage of me. 1 2 3 4 5

7. My organization shows little concern for me. 1 2 3 4 5

8. My organization is willing to help me if I need a special favor. 1 2 3 4 5

SECTION E: Mentoring

Listed below are statements about mentoring. Please indicate the degree of your agreement to the statements by circling the scale provided.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

Career support

1. My mentor takes a personal interest in my career. 1 2 3 4 5

2. My mentor helps me coordinate professional career. 1 2 3 4 5

3. My mentor has devoted special time and consideration to my career. 1 2 3 4 5

Psychosocial support

4. I share personal problems with my mentor. 1 2 3 4 5

5. I exchange confidences with my mentor. 1 2 3 4 5

6. I consider my mentor to be a friend. 1 2 3 4 5

Role modelling

7. I try to model my behaviour after my mentor. 1 2 3 4 5

8. I admire my mentor’s ability to motivate others. 1 2 3 4 5

9. I respect my mentor’s ability to teach others. 1 2 3 4 5
**Socio-Demographic Profile**

This section contains questions about your socio-demographic profile, please answer **ALL** the questions by indicating (/) your agreement in the box or fill in the blanks.

1. Gender:
   - [ ] Male
   - [ ] Female

2. Age: _______ years

3. Current position: __________________________

4. Highest academic qualification:
   - [ ] SPM
   - [ ] STPM
   - [ ] Diploma
   - [ ] Bachelor’s Degree
   - [ ] Others; Please Indicate: ______________________

5. Work tenure:
   - [ ] Less than a year
   - [ ] 1-3 years
   - [ ] 4-6 years
   - [ ] 7-9 years
   - [ ] 10 years and above

6. Number of promotion (s):
   - [ ] None
   - [ ] 1-2 times
   - [ ] 3-4 times
   - [ ] More than 4 times
7. Monthly salary:

<table>
<thead>
<tr>
<th>Salary Range</th>
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<th>Box 2</th>
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<tr>
<td>RM1001-RM1500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RM1501-RM2000</td>
<td></td>
<td></td>
</tr>
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<td>RM2001-RM2500</td>
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</tr>
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<td>RM2501-RM3000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RM3001-RM3500</td>
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</tr>
<tr>
<td>More than RM3500</td>
<td></td>
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</table>

8. Total working experiences:

<table>
<thead>
<tr>
<th>Experience Range</th>
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<th>Box 2</th>
</tr>
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<tbody>
<tr>
<td>Less than one year</td>
<td></td>
<td>5-6 years</td>
</tr>
<tr>
<td>1-2 years</td>
<td></td>
<td>7-8 years</td>
</tr>
<tr>
<td>3-4 years</td>
<td></td>
<td>More than 8 years</td>
</tr>
</tbody>
</table>

9. How many company have you served before joining this organization?

<table>
<thead>
<tr>
<th>Number of Companies</th>
<th>Box 1</th>
<th>Box 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
<td>5-6</td>
</tr>
<tr>
<td>1-2</td>
<td></td>
<td>7-8</td>
</tr>
<tr>
<td>3-4</td>
<td></td>
<td>More than 8</td>
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**APPENDIX B: DESCRIPTIVE STATISTIC OF VARIABLES**

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<td>Career Success</td>
<td>3.3816</td>
<td>.66935</td>
<td>87</td>
</tr>
<tr>
<td>Self-efficacy</td>
<td>3.7567</td>
<td>.50566</td>
<td>87</td>
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<tr>
<td>Proactive personality</td>
<td>3.9241</td>
<td>.49673</td>
<td>87</td>
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<tr>
<td>Perceived organizational</td>
<td>3.3592</td>
<td>.41581</td>
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<tr>
<td>support</td>
<td></td>
<td></td>
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<td>Mentoring</td>
<td>3.3359</td>
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**APPENDIX C: PEARSON CORRELATION RESULT**

<table>
<thead>
<tr>
<th></th>
<th>csuccess</th>
<th>sefficacy</th>
<th>ppersonality</th>
<th>posupport</th>
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<tbody>
<tr>
<td>csuccess Pearson</td>
<td>1</td>
<td>.504**</td>
<td>.387**</td>
<td>.420**</td>
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<tr>
<td>Correlation</td>
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<tr>
<td>Sig. (2-tailed)</td>
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<td>1</td>
<td>.451**</td>
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<tr>
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<tr>
<td>Sig. (2-tailed)</td>
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<tr>
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<td>87</td>
<td>87</td>
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<td>mentoring Pearson</td>
<td>.479**</td>
<td>.435**</td>
<td>.356**</td>
<td>.451**</td>
<td>1</td>
</tr>
<tr>
<td>Correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.001</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>87</td>
<td>87</td>
<td>87</td>
<td>87</td>
<td>87</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.05 level (2-tailed).**

**. Correlation is significant at the 0.01 level (2-tailed).**
### APPENDIX D: MULTIPLE REGRESSION RESULT

#### Coefficients\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>-.666</td>
</tr>
<tr>
<td>(Constant)</td>
<td>-.394</td>
<td>.591</td>
<td></td>
<td>2.559</td>
</tr>
<tr>
<td>sefficacy</td>
<td>.385</td>
<td>.150</td>
<td>.291</td>
<td>.594</td>
</tr>
<tr>
<td>ppersonality</td>
<td>.088</td>
<td>.149</td>
<td>.066</td>
<td>1.565</td>
</tr>
<tr>
<td>posupport</td>
<td>.262</td>
<td>.167</td>
<td>.163</td>
<td>2.459</td>
</tr>
<tr>
<td>mentoring</td>
<td>.331</td>
<td>.135</td>
<td>.256</td>
<td>(\text{Dependent Variable: csuccess})</td>
</tr>
</tbody>
</table>

#### Model Summary\(^b\)

<table>
<thead>
<tr>
<th>Mode</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.603(^b)</td>
<td>.363</td>
<td>.332</td>
<td>.54703</td>
</tr>
</tbody>
</table>

\(\text{Predictors: (Constant), mentoring, ppersonality, posupport, sefficacy}\)

\(\text{Dependent Variable: csuccess}\)