



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND CAREER
SUCCESS IN THE HOSPITALITY INDUSTRY IN SIBU, SARAWAK**

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(Human Resource Development)**

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PhD

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**THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND CAREER SUCCESS
IN THE HOSPITALITY INDUSTRY IN
SIBU, SARAWAK**

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This project is submitted in partial fulfilment of the
requirements for a Bachelor of Science with Honours
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Faculty of Cognitive Sciences and Human Development

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The project entitled 'The Relationship Between Social Support and Career Success in The Hospitality Industry in Sibü, Sarawak' was prepared by Nurhaifa Hazirah binti Tioh and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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ABSTRACT

Career success is a major concern by individuals who are currently working or still under employment. However, this concern is not only involving the individual but also the organization. Thus, in order to achieve career success, social support has become a consideration and it has been proven that its contribution to career success in the past studies. The purpose of this study is to examine the relationship between social support and career success among the employees in the hospitality industry in Sibul, Sarawak. In addition, this study is conducted to examine the dominant factor that influences career success among the employees in the hospitality industry. Questionnaires were distributed to 80 employees in this particular industry. Spearman Correlation and Multiple Regression Analysis were used to test the hypotheses in this study. All of the hypotheses were accepted. Thus, the result of the study revealed that supervisor support and co-worker support have a significant relationship with career success. The dominant factor that influences career success in this study is supervisor support. This result can be an aid to the management of the hospitality industry and practitioners who are keen to achieve career success. The findings of this study may provide beneficial information to the body of knowledge including practitioners and future researchers for the purpose of enhancing the application of social support.

Keywords: Social support, supervisor support, co-worker support, career success

ABSTRAK

Kejayaan kerjaya menjadi perhatian utama individu yang kini bekerja atau masih dalam pekerjaan. Walau bagaimanapun, perhatian ini tidak hanya melibatkan individu tetapi juga organisasi. Oleh itu, untuk mencapai kejayaan dalam kerjaya, sokongan sosial telah menjadi pertimbangan dan telah terbukti bahawa sumbangannya terhadap kejayaan kerjaya dalam kajian-kajian lepas. Tujuan kajian ini adalah untuk mengkaji hubungan antara sokongan sosial dan kejayaan kerjaya di kalangan pekerja di industri hospitaliti di Sibu, Sarawak. Di samping itu, kajian ini dilakukan untuk mengkaji faktor dominan yang mempengaruhi kejayaan kerjaya di kalangan pekerja di industri hospitaliti. Soal selidik diedarkan kepada 80 pekerja dalam industri tertentu. Ujian Korelasi Spearman dan Analisis Regresi Berganda digunakan untuk menguji hipotesis dalam kajian ini. Semua hipotesis diterima. Oleh itu, hasil kajian menunjukkan bahawa sokongan penyelia dan sokongan rakan sekerja mempunyai hubungan yang signifikan dengan kejayaan kerjaya. Faktor dominan yang mempengaruhi kejayaan kerjaya dalam kajian ini adalah sokongan penyelia. Hasil ini dapat menjadi bantuan bagi pengurusan industri hospitaliti dan pengamal yang berminat untuk mencapai kejayaan dalam kerjaya. Penemuan kajian ini dapat memberikan maklumat yang bermanfaat kepada badan pengetahuan termasuk pengamal dan penyelidik masa depan untuk tujuan meningkatkan penerapan sokongan sosial.

Kata Kunci: Sokongan sosial, sokongan penyelia, sokongan rakan sekerja, kejayaan kerjaya

CHAPTER 1

INTRODUCTION

Introduction

In this chapter, the relationship between social support and career success in the hospitality organizations is discussed. This study is quantitative research whereas to determine the relationship between social support and career success in the hospitality industry in Sibul, Sarawak. It also includes background of study, problem statement, objectives, as well as the research hypothesis. A statement of the problem is summarized to propose a solution to the problem. The objectives have been established as the solution to the problem. Additionally, the chapter also discusses the conceptual framework, significance of the study, limitations of study and definitions of terms. Ultimately, the chapter ended with a summary.

Background of study

People currently place a greater focus on their careers because it can symbolise one's accomplishments in life. The definition is the advancement of an individual in their employment throughout the course of their lives, including opportunities for progression. Career is logically meaningful in life, as a solid career provides stability such as financial security, direction in our lives and the potential to achieve social status. Therefore, career success is crucial because it makes people feel that they can make a significant contribution to society and that they are valuable in life. According to Pachulicz, Schmitt, and Kuljanin (2008), career success often contributes to the success of an organization and the well-being of its employees. A satisfied employee is not only more likely to be motivated and delighted

to perform well, but he or she is also bound to be more dedicated to the organisation (Joiner et al., 2004).

As stated by Carson & Bedeian (1994) in the study of Yoon (2019), a career is related to individuals as long as they have a life-long job, career is becoming more and more important nowadays when the employment relationship is uncertain. Consequently, research on careers has been emphasized in several disciplines and there has been a growing interest in career management, career changes, career results and career success. In fact, career success has been regarded as a vital achievement for career development activities as stated by (Pan & Zhou, 2015).

On the other hand, a career can be described as a structured path through time and space taken by a person. Additionally, this term is generally interpreted as representing the advancement or progress of an individual in a profession. According to (Saksri, 2018), past studies have analysed that career success is acceptable mutually by an individual who assesses another individual's career, typically including job title, wages and promotion as objective career success indicator while job security, longer holidays and hierarchical advancement as subjective career success indicator. Not only that, according to Gattiker and Larwood (1986) in the study of (Saksri, 2018), career success is measured by five variables, namely job success, interpersonal success, financial success, hierarchical success and life success.

“Social support” term has been used a lot in literature and conceptual definition. Cobb (1976) suggested social support as an information that allows people to feel that they are cared for and loved, giving them respect, appreciation and a sense of belonging, while House (1981) described social support as an interpersonal transaction namely emotional concern, instrumental aid, information and appraisal. In contrast with Antonucci and Jackson

(1990), there are three different types of social support, namely emotional support (compassion), affirmative support (in the form of recognition of ideas), and tangible support (money, information, and advice). Besides, social support is referred to as the presence of helping relationships, as well as the enhancement of the quality of those relationships (Leavy, 1983).

Not only that, through (Brough and Pears, 2004) lenses, social support can be classified into two categories: Organisational support and family support. Additionally, these past researchers added that work-related social support is provided by organisational members including peers and supervisors, whereas personal social support is provided by a spouse, parents, children, extended family, or friends. This finding was supported by Shakespeare-Finch and Obst (2011) where sources for social support are including family, friends, co-workers and supervisor. However, in the workplace, co-workers and supervisors are considered sources of social support, where employees seek care, respect, and help through these supports to achieve their goals and objectives in the work domain. Furthermore, two types of social support are known as formal social support and informal social support. Formal and informal social support are both important components of the “social capital” of a person, which is a valuable resource that helps improve health (Cattell, 2001), in another social support perspective.

Formal social support involves the services rendered by skilled, qualified workers, usually paid for their work. On a side note, informal social support involves the support from friends, partners and so on and so forth. Hence, in this research, social support will be investigated to determine whether it has a correlation with career success or otherwise.

On the other hand, to achieve professional outcomes that are accepted and respected by the organization and ultimately contribute to promotion and higher salaries, career success

depends on the intrinsic motivation to build determination, effort and hard work. Also, from the individual's perspectives, career success must have psychological implications that can be experienced by a person (Saksri, 2018). However, another significant factor that influences career success is known to be social support. It is a basic desire for a person to receive social support, to live a social life with others, which involves interaction at work with each other. In addition, Sarafino and Smith (2014) stated that people seek support from those around them. Support makes them feel that they are part of a social group; with social support, individuals feel valuable and a sense of belonging. Besides, previous research has shown that support from co-workers, supervisors, mentors within the organization has been believed to lead to career success (Ibarra, 1993).

Moreover, past research have found several positive outcomes of social support, including career development (Chen et al., 2012), happiness and positive attitudes (Dunst et al., 1986; Uchino, 2006), job performance (AbuAlRub, 2004; Beehr et al., 2000) and work-family facilitation (Hill, 2005). Considering those positive outcomes of social support, it makes social support a hot topic to be investigated in the world of research.

In recent years, specifically, over the past 12 years, Malaysia's tourism industry has accomplished and grown at a much faster rate than other economic sectors with an annual growth rate of 11.2% on average. Hence, the number of tourists visiting Malaysia in 2019 was 26.1 million but not in year 2020. Malaysia received 4 million international tourist arrivals in 2020, a decrease of 83.4% from the 26 million that was being registered in 2019. Thus, the massive drop in international tourist arrivals is due to Malaysian borders being closed since 18 March 2020 due to the spread of the Covid-19 pandemic.

Moving on, the hospitality industry signifies a range of companies and services linked to leisure and customer satisfaction. The distinctive feature of the hospitality industry is that it

focuses on the concepts of enjoyment, luxury, pleasure and experience, as opposed to the necessities and the fundamentals. According to ILO (2010) in the study of (Bharwani & Butt, 2012), the hotel industry and tourism are among the fastest-growing industries, and they account for more than one-third of global service trade. In addition, the hospitality industry is one of the main contributors to Malaysia's gross domestic product (GDP). There are three main categories of the hospitality industry namely accommodation, food and drinks and travel and tourism.

Likewise, the hospitality industry is a large group of companies that provides customer services. It is focusing on customer's satisfaction and provides specific experiences for them. Equally important, this industry also strives to please their customers by providing high-quality services and products. Moreover, keeping pace with the wider market is one of the ways owners can help to guarantee that their businesses have an extraordinary customer's experience (Revfine, 2020). According to Kusluvan and Kusluvan (2000), having a dedicated, enthusiastic and skilled worker is essential to the success of companies in the industry. As a consequence, it is very important to identify the variables that contribute to the career success of the hospitality industry. On the contrary, to avoid being left behind, however, it is critical for businesses that are operating within the hospitality industry to keep up with the latest hospitality trends, specifically due to the current situation, the spread of the Covid-19 pandemic.

Problem statement

In conjunction with the discussion given above, the research study takes into account the expansion of the reviewed literature of social support and career success in the hospitality industry.

The purpose of this study is to examine the relationship between social support and career success. Although there are many studies in the previous that relate with this topic, unfortunately most of the studies have been conducted outside of Malaysia, in particular the United States and China. Although the studies are from Malaysia, the studies concentrate only on work-life balance, motivation, and most of the study is in West Malaysia. Thus, this proves that career success studies are still under researched. In addition, it is challenging to find the studies related to this topic in the hospitality industry. Hence, this brings the researcher's attention to test these two variables as a contribution to the body of knowledge and also to avoid the replication and repetition from past studies.

According to Arthur and Rousseau (1996), approximately 75% of career research has largely focused on objective metrics, while Heslin (2005) and Klenke, (2016) claimed that subjective career research has been severely under-researched. Moreover, career success is still very much a subject of discussion in today's communities, indicating that it is still a topic of scholarly interest. As a matter of fact, people are starting to concentrate on subjective dimensions of career success, which are more applicable in today's career perspective compared to objective dimensions. But in this study, researcher will look into both types of career success instead of only one.

As claimed by (Saksri, 2018) in his studies, if a teacher receives award and support from authorities, colleagues and students, it will definitely enhance the work performance which could lead to the teacher's career success as social support can affect career success. This is something to figure out in this study as the researcher wants to investigate if there is a correlation between social support and career success in the hospitality industry. Meanwhile, social exchange theory emphasizes the importance of social support in the work area for commitment, retention, and performance outcomes. This shows that social support is considered important as it impacts commitment, retention and performance outcomes.

In addition, social support is significant in enhancing psychosocial work environments, encouraging a healthy working environment and leads to the development of career achievement. Therefore, in past studies, these three outcomes are specifically expected to be significantly affected by work domain compared to community and family domain support. In contrast, without the support of supervisors, the stressful demands of work, situations and environments are potentially detrimental to the overall well-being of employees (Offer and Schneider, 2008). Hence, this might be affecting the career success and the employees' well-being itself. Besides, social support stimulates career adaptability and job satisfaction, and thus helps to reduce turnover intentions (Karatepe and Olugbade, 2016).

Moreover, supervisors contribute significantly in influencing the attitudes, expectations and behaviour of their employees (Griffin et al., 2001; Rathi and Lee, 2017). In the world of working, supervisors' responsibilities are to give instruction, guidance and motivation to the subordinates and at the end of the day, supervisors will evaluate their subordinates' performance. Motivating environment could make the employees feel safe and engage greatly in their responsibilities at work. Not only that, according to (Mohamed & Ali, 2016), with the supportive environment, employees are willing to try out new things without a sense of fear of the impacts and consequences.

Besides, supervisor support is an important source of support for employees, as most of them seek advice from supervisors on administrative matters, clinical cases, and skill development (Hughes, 2010; Lloyd et al., 2002). Moreover, according to (Saksri, 2018), receiving social support is a basic desire for a person to live a social life with others, involving interaction at work with one another. This translates that social support being important and a fundamental desire for all kinds of people in this world.

Equally important, co-workers are not just a necessary element of the job; but they do co-create the social atmosphere in workplace together. Nonetheless, most workplace's guanxi (a sort of social networking behaviour) research often focuses on the dynamics of supervisors and subordinates, making co-worker relationship understudied. Regardless of the scarcity of research, there is evidence of the impact of co-worker support in reducing stress and burnout (Halbesleben, 2006), promoting employee task performance (Karatepe, 2012), and reducing turnover intentions (Karatepe, 2013). Besides, Chiaburu and Harrison (2008) used a meta-analysis to explain the connections between co-worker support and employee outcomes such as role perceptions, work attitude, individual retreat, and effectiveness. In this regard, maintaining close relationships with co-worker has become very important.

Objective of study

General objective:

1. To examine the relationship between social support and career success.

Specific objective:

1. To examine the relationship between supervisor support and career success.
2. To examine the relationship between co-worker support and career success.
3. To examine the dominant factor that influences career success among the employees in the hospitality industry.

Research hypothesis

Ha1: There is a significant relationship between supervisor support and career success.

Ha2: There is a significant relationship between co-worker support and career success.

Ha3: There is a dominant factor that influences career success among the employees in the hospitality industry.

Conceptual framework

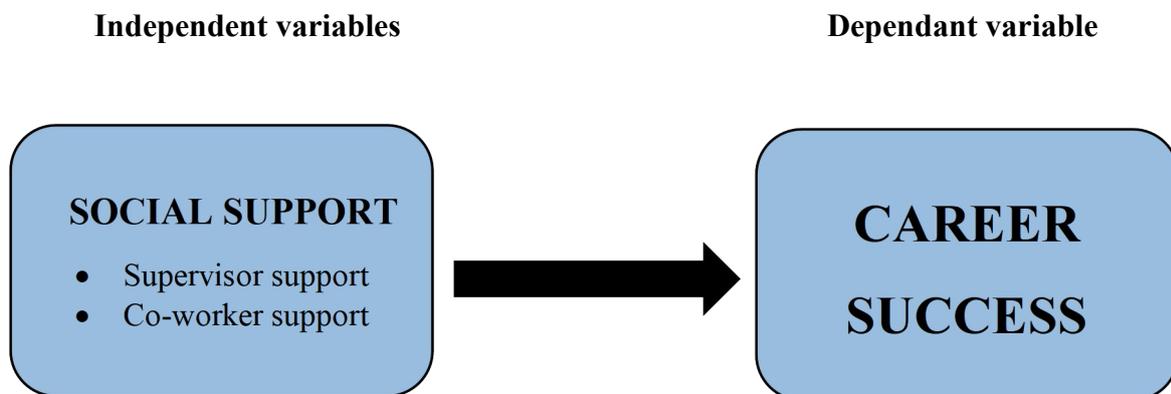


Figure 1: Conceptual framework

Figure 1 shows the conceptual framework for social support and career success. Based on the objectives, social support is an independent variable while career success is a dependent variable. Moreover, social support is made up from two elements namely supervisor support and co-worker support.

Significance of the study

This study contributes to the body of knowledge as it will provide necessary information on the need for the hospitality industry by using appropriate intervention to help the employees. Thus, few employees from the hospitality industry are selected in this study. Therefore, the objective of this study is to examine if there is a relationship between independent and dependent variable. This study will also contribute to academic literature, particularly in the Malaysian setting. Furthermore, this study helps to develop the existence of theories and models in the aspect of career success. Hence, the theories that have been improved in this study may be used for future studies.

Limitations of the study

The focus of this study is to test the relationship between social support and career success in the hospitality industry in Sibul, Sarawak. Hence, the findings of this study may not be applicable to other industries.

It is impossible to deny that this study is challenging since there are limitations in the study. Besides, due to the current situation, Covid-19 pandemic has been limiting researcher to do data collection and the process has taken more time than it should. As a result, it has been affecting and limiting the researcher to carry out the research as how it should be carried out.

On the other hand, researcher only choose one variable that affects career success which is social support even though there are several variables that can be chosen based on past studies. As reported by (Saksri, 2018), morale, work performance and social support are variables that can affect career success. Hence, it can be chosen in this study but the

researcher chooses social support. Therefore, limitations of the study are happening here as limited articles recommend future researcher to do this topic. Overall, this study should be conducted extensively so that the information and the data obtained later are aligned with the purpose of this study.

Definition of terms

Table 1 Conceptual and Operational Definition of Terms

Terms	Conceptual	Operational
Social Support	Social support refers to different types of support that people receive from others and generally divided into two (sometimes three) main categories: emotional, instrumental (and sometimes informational) support (Seeman, 2008).	In this study, social support is a support that is provided by a supervisor and co-worker.
Career Success	Career success is described as the “positive psychological or work-related outcomes or accomplishments that one has accrued as a result of one ’ s work experiences” (Judge, Cable, Boudreau, & Bretz, 1995 p. 486).	In this study, career success is described as achieving desired work-related outcomes at any point during a person's work experience over time.

Summary

The background and purpose of this study has been clearly explained by the researcher in this first chapter. There are some specific objectives that will be studied in this study that have been mentioned which have been translated into problem statements. The research framework and hypotheses have also been made. In the next chapter, the researcher will explain the literature review of this study based on the previous studies.

CHAPTER 2

LITERATURE REVIEW

Introduction

In Chapter 1, the researcher has discussed the purpose of this study which is to test the relationship between social support and career success. In this chapter, the researcher will discuss the literature review of this study which consists of theoretical and empirical evidence in order to understand the study better.

Social support

Social support is defined by affective support (love, affection and respect), confirmation (act of confirming the moral and logical rightness of actions and statements), and direct assistance (assistance in work, providing information or monetary assistance). As noted by (House, 1981) in the study of (Hamaideh, 2011), social support has been shown to be helpful for human's well-being by fulfilling substantial human's needs, social interaction, acceptance, belonging and affection. In addition, social support refers to the level of which co-workers provide supportive workplace support (Karasek & Theorell, 1990). Additionally, social support is referred to as the presence of helping relationships, as well as the enhancement of the quality of those relationships (Leavy, 1983). Not only that, through (Brough and Pears, 2004) lenses, social support can be classified into two categories: Organisational support and family support. Furthermore, these past researchers added that work-related social support is provided by organisational members including peers and supervisors, whereas personal social support is provided by a spouse, parents, children, extended family, or friends. Moreover, in this study, social support encompasses and is made up from two variables namely supervisor support and co-worker support.

Career success

The general term of career success can be classified into two categories namely objective career success and subjective career success. Hence, objective career success refers to the view of achievement and success of society using indicators such as salary, promotions and status. Theoretically, subjective career success is more nuanced. As stated by (Betz and Fitzgerald, 1987; Gattiker and Larwood, 1986) in the study of (Nabi, 2001), subjective career success refers to employees' evaluation of their own career success, including self-defined standards, age or career level, goals and opinions of other important people. Furthermore, subjective career success is a multidimensional structure. To put it another way, it is complex, nuanced and many. More precisely, it comprises intrinsic perceptions such as (work-role and interpersonal success) and extrinsic success (financial and hierarchical success) with regard to the accomplishments, objectives and co-workers in the current organization.

Not only that, subjective career success has been believed and assumed to comprise self-assessment of success not only in the current organization but also in one's wider career (Greenhaus et al., 1990). As a matter of fact, conceptually, objective career success and subjective career success are different in their own way even though they are weakly linked. As stated by (Academy & Journal, 2011), many successful people, regardless of their high salaries and status, he or she still feels not successful in their careers.

Furthermore, getting a good amount of salary can be important and attractive, but it is only a part of the story. There are more to it. According to (Angeles, 1986), in relation to their career accomplishments, goals and values, it is widely accepted that people generally often want to be successful in their careers. Therefore, career success seems to be a highly subjective phenomenon. Moreover, it is described as the way individuals view their own

work experience, and is influenced by the opinions of their significant others, social standards, and the specific organizational contexts.

Discussion of issues related to topic

According to Conservation of resources theory, the support from the supervisor can be considered as an important organizational resource, which can increase the enthusiasm and energy level of the employees, such as work engagement (Salanova, Agut, & Peiró, 2005). As noted by Eldor and Harpaz (2016), organisational resources can be viewed as a key antecedent to employees' work engagement. Besides, employees who report high levels of job engagement are more willing to invest their resources to achieve their substantial career outcomes in terms of high levels of career satisfaction and promotion. Therefore, the researchers assume that an important organizational resource, namely supervisory support, can improve their career results by increasing employee participation in the workplace.

Taken together, past studies aim to make three important contributions to the existing research. Researchers are investigating why supervisor support can help employees to enhance their career satisfaction and promotability by placing work engagement as a key mediator. The current research is an active attempt to unpack the black box between supervisor support and career success of employees.

Besides, researchers claim that high-tasked subordinates appear to have ample individual resources and are less reliant on organizational resources (high levels of supervisor support) to improve their work engagement and facilitate important career outcomes in terms of career satisfaction and promotability. Further, past studies give a more integrated view of how and when supervisor support can lead to employees' career success.

Discussion of related theory

Social Capital Theory

Social Capital derives from human's capability to consider another person, to think, react generously and cooperatively. This applies to social relationships and social frameworks. Thus, it includes people who know each other and have a healthy relationship rooted in trust, respect, compassion and mutual reciprocity. According to Coleman (1990) in the study of (Seibert, Kraimer, & Liden, 2001), social capital is interpreted as any aspect of the social structure that generates value and helps individuals to act within the social structure. Furthermore, physical capital creation involves changes in materials to help production and human capital encompasses changes in the skills and abilities of an individual, thus, social capital is developed when the relationships change in ways that facilitate instrumental action.

On the contrary, recent developments in the theory of social capital (Coleman, 1990) have begun to provide a better-grained overview of the ways in which individual's social networks influence their careers in organizations. Reported by Bolles, 1992; Kanter 1977, the popular advice in getting ahead in one's career rarely fails to mention the importance of networking for the achievement of career. On a side note, the study of Luthans, Hodgetts, and Rosenkrantz (1988), found that the most successful managers spent 70% more-time networking and 10% more time communicating routinely than their less successful peers. As stated by (Seibert, Kraimer, & Liden, 2001), a career success model that does not take into account for determinants other than social capital may provide a skewed estimation of the latter's influence on careers. Not only that, organizational research has shifted towards using a set of intrinsic and extrinsic indicators of career success. Hence, extrinsic career outcomes are objectively measurable accomplishments such as wages and advancement, and intrinsic

career results are individuals' subjective emotions of success and gratification in their careers (London & Stumpf, 1982).

Social Exchange Theory

One of organizational behaviour's most influential conceptual paradigms is Social Exchange Theory (Cropanzano & Mitchell, 2005). Social Exchange Theory (SET) is a concept that assumes the notion that a relationship between people is built through a cost-benefit analysis process. To put it another way, it is a designed metric to determine the effort put into a person-to-person relationship (University, 2018). Substantially, relationships are usually associated with a certain amount of "give-and-take" but it does not mean that it will always be equivalent. Hence, social exchange proposed that the valuing benefits and costs of each relationship dictates the person to keep the social association (Cherry, 2020). Moreover, this theory explains the organization's care and gives chances for their workers. Hence, this results in which the workers will show a certain attitude and manners towards the organization.

According to (Cropanzano & Mitchell, 2005), reciprocal interdependence is significant in social exchange literature as the actions of a person leads to a response by another person. If the person comes up with benefits, the receiving person must reply with kindly. On the other hand, findings proposed that individuals with a high exchange orientation are expected to return an act of kindness compared to individuals who are low in exchange orientation.

Concept of Career Success

“The experience of accomplishing goals that are particularly meaningful to the individual regardless of those that have been set by parents, peers, the community and the organization” is the definition of career success (Mirvis and Hall, 1994, p. 366). Based on the definition, all types of employees have careers, and each career can be considered successful by hook or by crook. In addition, career success is the result of personal career experience, which can be described as achieving desired work-related outcomes at any time during the work experience. According to *Oxford English Dictionary* (1989) in the study of (Arthur B., Khapova N., & Wilderon P.M., 2005), objective career success is the prosperous accomplishment of something attempted while subjective career success is achieving an object based on individual’s desires. On the other hand, promotion and demotion delineate shifts in rank within an organization and significant events in most individual’s careers. Each individual has their own perception of career success be it objectively or subjectively. Further, careers can be described in two profoundly distinct ways namely objective career success and subjective career success.

In particular, Hughes (1937, 1958) defined objective career success as being directly observed, measured and verified by an impartial third party, while subjective career success can only be directly experienced by the individuals involved in the profession. Thus, objective career success is described as achievement, salary, promotion, professional status, and has long been regarded as a sign of professional success in a wide range of society (Nicholson, 2000).

Moreover, subjective career success is described as reflecting the individual's own sense of his or her career and what it has become (Stebbins, 1970). Recognition of the value for subjective success to Thorndike’s (1934) conceptualization of career success as job

satisfaction, together with job status and the objective requirements of earnings. Although objective requirements have a large place in the career success literature, subjective requirements have been widely adopted in career success research in the past decade (Greenhaus, 2003; Hall, 2002). However, the credibility of these subjective measures of career success is ultimately limited to the extent to which they obtain the phenomenological definition of those who have surveyed.

Discussion of past similar findings

As stated by (Kalliath, Kalliath, Chan, & Chan, 2020), supervisors can provide many valuable resources, including greater attention, financial support, and emotional support. After witnessing their supervisors giving resources they asked for or valued, employees may view their supervisors as supportive. According to Lau and Pang (2000), an improved image with supervisors is a strategy for transmitting a positive and acceptable image with supervisors. The action to improve image with supervisors includes making supervisors conscious of the employees' achievements, longer working hours and living up to supervisors' expectations. Furthermore, if they build a good relationship with supervisors, the employees could develop a positive impression and attract their supervisor's attention. Once the supervisors acknowledge the employees' efforts, they tend to raise their wages and give promotions to those they fancy rather than those they are not.

Finding indicates that the improved image with supervisors could put the employees in a fast promotion and salary increment which could boost the employees' sense of career success (Tan & Yahya, 2008). Thus, this is why improved image with supervisors is associated positively with career success. Orpen (1996) pointed out that employees must establish a professional image so that they can increase opportunities for promotion and career development.

Not only that, according to (Van Maanen, 1980) in the study of (Arthur B., Khapova N., & Wilderon P.M., 2005) employees build their careers and seek career success by participating in a variety of peer groups or workplace communities. The involvement is what helps them to achieve career success. These provide individuals with a natural vehicle for seeking common meaning through overlapping work experiences. Hence, the group support will help them to understand what kind of career success they have achieved thus far.

Relationship between social support and career success

According to Lau and Pang (2000), supervisor support and career success is interrelated. This is because supervisors have the power to promote their employees including promotion decisions based on their own judgment towards an employee's performance. Besides, if the employee's performance does not meet the supervisors' expectations, then the supervisors have the right not to promote the employee. Not only that, if the employee shows initiative and enthusiasm for the job, the supervisor may have a positive impression towards the employee. Hence, if the employee shows effort and enthusiasm towards work, the supervisors may have a positive impression of the employee. Therefore, the result of this positive image may lead to a rapid promotion and an increase in salary, which ultimately enriches the employees' sense of success.

Besides, past studies also found that support that contributes to career success has been presumed from co-workers, superiors and mentors within the same organization (Ibarra, 1993). Hence, social support and career success is interrelated as it is described as another important factor that can affect career success (Saksri, 2018). In addition, good amounts of social support from supervisors and co-workers improve the workplace's environment by alleviating employee's stress which increases performance, job satisfaction and reduces presentism in an organization (Yang et al., 2015).

Additionally, (Malik, Saif, Gomez, & Khan, 2010) suggests that by promoting social support in organisations, employee's satisfaction can be increased, which helps employees to feel free to work at their workplaces. Employee's satisfaction and support at work contribute to increased productivity, which is the ultimate goal of any organisation. Hence, the existence of social support and maintain the appropriate level of satisfaction, a successful career can be offered.

Summary

This chapter has discussed the content of the study. Additionally, the researcher also includes gaps and related issues from past studies as well as some findings cited in each study. Lastly, related theory or model is provided to show the correlation between independent variable and dependent variable. In short, this chapter has described the current issues regarding the topic, included previous studies to support the study and discussed the model related to this topic.

CHAPTER 3

METHODOLOGY

Introduction

The purpose of this chapter is to explain and promote a better understanding of the procedures and techniques used to collect data related to this study. The main discussion will involve research design, population, sampling and sampling procedures, the instrument used in this study, data collection procedures, and how to analyse the data.

Research design

As claimed by (Berkhout, Ruedin, Van der Brug, & D'Amato, 2015), a research is valid if the conclusion is precise, truthful and research design is the conceptual blueprint within which the research is performed. Furthermore, research design is not associated with any specific method of data collection or any types of data. Hence, it is essential to acknowledge the type of evidence needed to answer the research question in a rational way. Not only that, research design is the "glue" that contains all of the elements of a research project. In short, it is a strategy for the proposed research work. Besides, research design is used to help the researcher to arrange the ideas in shape and eventually help the researcher to spot any errors and shortages.

In order to design a research study, researcher will have an option for a research approach namely exploratory, descriptive and causal (Sekaran, 2000). For instance, the purpose of causal research is to test hypotheses of cause-and-effect relationships. If the purpose of the research is to determine what variable (cause) is causing a certain behaviour (effect) then a causal research is needed. Causal research helps the researcher to determine the direction of the relationship between variables and expected effects (DeFranzo, 2014).

This research study is using correlational design to study the relationship between independent variable (social support) and dependent variable (career success). This is to determine the association between cause variables and outcomes or effect variable. This method is statistical analyses by which the nature of finding relationship whether it is positive or negative as well as help the researcher to indicate the strength correlation between variables (Rusli Ahmad, Hasbee Usop, Azman Ismail, Sophian Bujang, & Nur Naha Abu Mansor, 2014). Therefore, quantitative research methods will be used to collect information by distributing closed-ended questions to the target population. In addition, the collected data will be analysed into The Statistical Package for Social Sciences (SPSS).

Population, sample and sampling procedure

Population is the whole group that the researcher wishes to draw conclusions about. It refers to a large number of individuals with features that the researcher wants to understand. In the world of research, the population is not always referring to people. It can be a group that contains elements of anything the researcher wants to study including items, events, organization, countries and a lot more (Bhandari, 2020). Deciding the population is not easy so the researcher must know who to choose and what is the information about. Thus, the population of this study consists of employees from the hospitality industry in Sibul, Sarawak. Due to the current situation, the researcher could not approach all of the population's members as there is time limitation to collect the data.

A sample, on the other hand, is the specific group that the researcher wishes to collect data from. Thus, a sample size is always smaller than the total size of the population. This study uses probability sampling which emphasizes on simple random sampling. The respondents are given an equal chance or probability of being included and selected (Rusli

Ahmad et al., 2014). Respondents consist of supervisors and subordinates that randomly participate in answering this online survey questionnaire.

Instrument

Instrument is a device to obtain information that is relevant to the research project and there are many alternatives that can be used or chosen from. There is no single research method or instrument that is *par excellent* because there are always numerous alternatives. In addition, no single research instrument is superior to one another. This means, the researcher must be aware of which should be used in order to avoid future problems. Apart from that, due to the current situation, Covid-19 pandemic, the method of conducting the questionnaire is by using online Google Form. The instrument in this study is survey questionnaires whereas it emphasizes closed-ended questions. Compared with other methods such as in-depth interviews, survey questionnaires are faster, cheaper and flexible. Besides, it makes it possible to cover a large number of samples. In fact, a well-designed survey makes it easy to code the answers into computer analysis such as SPSS (Rusli Ahmad et al., 2014). In addition, the languages used in the questionnaires are English and Bahasa Melayu to ensure the understanding of those non-native English respondents.

Online survey questionnaires will be distributed to all of the respondents and they are given a time frame to answer the questionnaires. However, to ensure understanding, the instructions and the explanation will be provided in each section. The respondents will answer the same set of questionnaires to avoid result inconsistency. Besides, if the respondents wish to withdraw from this study, a cover letter is attached together with the questionnaires. Additionally, the questions from this survey are taken from past studies to ensure the objectives of study are achieved. On the other hand, this questionnaire is divided

into three sections including demographic, social support and career success as illustrated in Table 2.

Table 2 Questionnaires items

Section	Item
A	Demographic of Respondent
B	Social Support
C	Career Success

Section A: Demographic of Respondent

The demographic section includes respondent’s particulars such as age, gender, ethnicity, religion, job status, and total employment experience.

Section B: Social Support

Social support will be analysed using items that were adapted from Tianan Yang et al., (2015) and modified in accordance with the context. This section contains 7 questions and uses Likert Scale as illustrated in Table 3.

Table 3 Likert Scale used in Social Support Instrument

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Section C: Career Success

Career success will be analysed using items that were adapted from Gattiker and Larwood (1986). This section contains 15 questions and uses Likert Scale as illustrated in Table 3.

Table 4 Likert Scale used in Career Success Instrument

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Pilot study

Pilot study is used to determine the feasibility of some components of a full-scale study (Cadete, 2017). Besides, pilot study is used to determine any problems and deficiencies regarding the research's instruments. In this study, the reliability and validity of the questionnaire survey are considered highly critical. As a consequence, before the actual questionnaire is distributed to respondents, a pilot study will be conducted. Thus, this is to ensure understanding from the respondents if they can comprehend the questions or not. Not only that, the rationale behind pilot study is to ensure the questions are valid and reliable in this study. In addition, pilot study needs to be conducted to determine whether the respondents can understand the questionnaires or otherwise as well as to point out grammatical errors and solve them. This study will be conducted in the hospitality industry in Sibuluan, Sarawak and 30 respondents will be participating in the pilot study. However, all questionnaires will be kept private and confidential. Hence, Table 5 shows the reliability results of the pilot study.

The Results of pilot study

Table 5 The Reliability of Pilot Study

Variables	Total items	Cronbach's Alpha
Social support	7	0.784
Career success	15	0.918
Overall	22	0.927

Table 5 shows the Cronbach Alpha values of the variables in the pilot study. All values indicate that the variable is reliable. Thus, social support value is 0.784 and career success value is 0.918. Moreover, the Cronbach's Alpha overall value for total items is 0.927.

Validity and reliability

Validity refers to the degree to which the research can accurately reflect or evaluate the specific concept that the researcher wants to measure, and reliability refers to the consistency of the measurement equipment (Rusli Ahmad et al., 2014). To put it in another way, reliability is used to the extent that the research's instruments have the similar results consistently if it is used repeatedly (Heale & Twycross, 2015). Both validity and reliability are essential in research study in order to have good research's findings. However, the reliability of the instrument in this study was tested using Cronbach's Alpha. The internal consistency of the instrument is used to observe the close relationship of the items as a group. Furthermore, it is regarded as an indicator of the scale's reliability. In this study, the Statistical

Package for the Social Sciences (SPSS) is used to compute the coefficient value to test the reliability in this study. Cronbach's Alpha Coefficient Value and Internal Consistency are shown in Table 6.

Table 6

Cronbach's Alpha and Internal Consistency

Cronbach's Alpha	Internal Consistency
≥ 0.9	Excellent
≥ 0.8	Good
≥ 0.7	Acceptable
≥ 0.6	Questionable
≥ 0.5	Poor
≤ 0.5	Unacceptable

Ethics of the study

Ethics are moral principles that a researcher should obey regardless of the time and place. On the other hand, behaving ethically means doing the right things at the right time. To put this in the research perspective, ethics of study is important because it provides the maximum benefits to both the researcher and the respondents. However, the researcher should be aware of ethical standards that include fairness, objectivity, integrity, openness, protection for intellectual property, confidentiality and legality. Hence, the information obtained through the questionnaire will only be used for academic purposes and the research instruments will be kept confidential. Besides, ethical principles highlight the importance of

doing well while not harming the respondents. In practice, the researcher obtains informed consent from the target group, minimizes risk to participants, protects their anonymity, avoids using deceptive practices and gives participants the right to withdraw from research.

Data collection procedure

The collection of data is obtained from the employees from the hospitality industry in Sibul, Sarawak. The selection of employees is regardless of the gender, age and years of employment in the hospitality industry. This study uses two main types of procedures to obtain information, namely primary data and secondary data. Moreover, this study collects data by reading books, journal articles, and newspapers in order to gain a better understanding concerning the topic of social support and career success. Besides, researcher will distribute questionnaires in a form of Google Form at the hospitality industry in Sibul, Sarawak. After the questionnaires are completed, the researcher will collect them. Figure 2 below shows the flow chart of the data collection procedure.



Figure 2: The flow chart of data collection procedure

Data analysis procedure

The SPSS (Science Social Statistics Software Package) software will be used to encode and analyse the data collected through questionnaires. The statistical analysis methods to be used are descriptive statistics and inferential statistics. To begin, descriptive analysis will be used to gain an understanding of the respondents' overall background. There are numerous types of descriptive analysis presented such as tables and graphs. But in this study, only tables will be presented. Next, by using The SPSS software, inferential statistics will be used to measure the validity and reliability of measurement scales (Rusli Ahmad, 2014). Lastly, researcher uses Spearman Correlation Coefficient to analyse the correlation between independent variable (social support) and dependent variable (career success). Miller's (1991) scale model is used to explain the correlation between independent and dependent variables, as shown below:

1. 0.8 and 1.0 – Very strong relationship,
2. 0.6 to 0.79 – Strong relationship,
3. 0.40 to 0.59 – Moderate relationship,
4. 0.20 to 0.39 – Low relationships and
5. 0.00 to 0.19 – Very low relationship.

Descriptive Statistics

In order to perform statistical analyses, descriptive statistical is known as the first important step. It gives the researcher an idea of the data distribution, facilitates the researcher to identify deviations and spelling errors, allows the researcher to recognize the variable's association and therefore guides the researcher to perform further statistical analyses. Additionally, descriptive statistical in this study is used to narrate the demographic

background of the respondents namely age, gender, ethnicity, religion, job status and total employment experience.

Inferential Statistics

Inferential statistics is used to differentiate the differences on the collected data. In this study, inferential statistics act as a hypothesis testing for the relationships between social support and career success in the hospitality industry in Sibuluan, Sarawak. As a consequence, Spearman Correlation will be used to test the hypotheses. Table 6 shows the objectives of the research and the tools of analysis.

Table 7

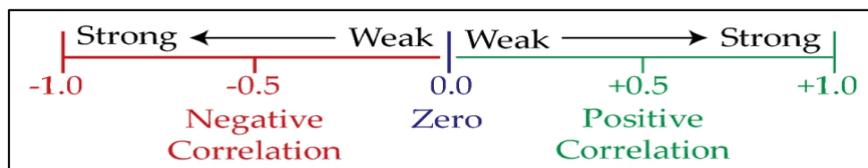
Research Objectives and Tools of Analysis

Research Objectives	Tools of Analysis
To examine the relationship between supervisor support and career success	Spearman Correlation
To examine the relationship between co-worker support and career success	Spearman Correlation
To examine the dominant factor that influences career success among the employees in the hospitality industry.	Multiple Regression

Spearman Correlation

Spearman correlation is a statistical test to measure the statistical relationship between two variables. In this study, social support and career success will be measured. Besides, Spearman Correlation will determine the association of the variables and give the direction of the relationship. However, the value of the result for correlation coefficient is r (+1 and -1). In deep, (+1) signifies that the variables have a very strong positive linear relationship. Meanwhile, if the result of correlation coefficient is (-1), it signifies that the variables have a negative linear relationship. Additionally, if the result of correlation coefficient is zero (0), it signifies that there is no linear relationship between the two variables. Figure 3 shows the Correlation Coefficient Spectrum from (-1) to (+1).

Figure 3: Correlation Coefficient Spectrum (-1 to +1)



Summary

All in all, this chapter describes the research design for obtaining data from the respondents. It covers population, sample size and sampling procedures as well as research instruments. Moreover, the research instrument was clearly explained in this chapter. Besides, data collection procedure has been emphasized in this chapter which explains how the researcher distributes questionnaires in the hospitality industry in Sibul, Sarawak. Lastly, data analysis narrates the data collection using The SPSS in the form of descriptive and inferential analysis.

CHAPTER 4

FINDING

Introduction

In this chapter, the findings from the data collected and gathered in the survey were presented in both descriptive and inferential statistics. In addition, the interpretation and analysis will begin with the demographic of the respondent, namely age, gender, ethnicity, religion, job status and total employment experience to date. However, the discussion of the result was based on the objectives and the hypotheses of this study. Moreover, the following section discusses the results of the hypothesis testing based on Spearman Correlation and Multiple Regression Analysis. Ultimately, this chapter ends with a summary.

Demographic Profile of Respondents

Table 8 Age of Respondents

		Age			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	21 – 30 years old	42	52.5	52.5	52.5
	31 – 40 years old	21	26.3	26.3	78.8
	41 – 50 years old	11	13.8	13.8	92.5
	51 – 60 years old	6	7.5	7.5	100.0
	Total	80	100.0	100.0	

Note. Developed from SPSS software version 26.0

The frequency and percentage of the respondents age who were joined the questionnaire survey are shown in Table 8 above. Out of the total respondents (N=80), the majority of the respondents were aged 21 – 30 years old with 42 respondents (52.5%). This is the highest frequency. Followed by those of age range 31 – 40 years old with 21 respondents (26.3%), 41 – 50 years old with 11 respondents (13.8%) and lastly the least is aged between 51 – 60 years old with 6 respondents (7.5%) which considered the lowest frequency.

Table 9 Gender of Respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	36.3	36.3	36.3
	Female	51	63.7	63.7	100.0
	Total	80	100.0	100.0	

Note. Developed from SPSS software version 26.0

From Table 9 above, it can be seen the total number of respondents are 80 (N=80). The total number for female respondents are 51 and male respondents are 29. Thus, it showed that the higher frequency of 22 female respondents than male respondents did. Female respondents made 63.7% whereas male respondents made up of 36.3%.

Table 10 Ethnicity of Respondents

		Ethnicity			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	19	23.8	23.8	23.8

Chinese	25	31.3	31.3	55.0
Iban	20	25.0	25.0	80.0
Bidayuh	1	1.3	1.3	81.3
Melanau	13	16.3	16.3	97.5
Others	2	2.5	2.5	100.0
Total	80	100.0	100.0	

Note. Developed from SPSS software version 26.0

Table 10 above shows the ethnicity of the respondents. Chinese respondents are 25 (31.3%), followed by Iban respondents with 20 (25.0%), Malay with 19 (23.8%), Melanau with 13 (16.3%) other ethnicity with 2 (2.5%) and the least is Bidayuh with 1 (1.3%).

Table 11 Religion of Respondents

		Religion			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Islam	31	38.8	38.8	38.8
	Buddhism	13	16.3	16.3	55.0
	Christianity	30	37.5	37.5	92.5
	Others	6	7.5	7.5	100.0
	Total	80	100.0	100.0	

Note. Developed from SPSS software version 26.0

Table 11 shows the respondents' religion. The highest respondents that practiced their own religion was Islam 31 (38.8%), followed by Christianity 30 (37.5%), Buddhism 13 (16.3%), and other religion 6 (7.5%).

Table 12 Job Status of Respondents

		Job Status			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Permanent	72	90.0	90.0	90.0
	Contract	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

Note. Developed from SPSS software version 26.0

Table 12 shows the respondents' job status. A total of 72 (90.0%) of the respondents are permanent and 8 (10.0%) from the respondents are contract.

Table 13 Total Employment Experience to date of Respondents

		Total Employment Experience to date			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	5 years below	41	51.2	51.2	51.2
	6 – 10 years	17	21.3	21.3	72.5
	10 years above	22	27.5	27.5	100.0
	Total	80	100.0	100.0	

Note. Developed from SPSS software version 26.0

Table 13 shows the total employment experience to date of the respondents. Through the data collected from 80 respondents (N=80), results revealed that the highest number of respondents that have a total experience to date of 41 (51.2%) which are from 5 years and below. Then, followed by 10 years and above with 22 respondents (27.5%) and ended with 6 – 10 years of employment experience with total amount of respondents with 17 (21.3%).

Shapiro-Wilk Normality Test

Table 14 Shapiro-Wilk Normality Test

	Tests of Normality		
	Shapiro-Wilk		
	Statistics	df	Sig.
Supervisor Support	.885	80	.000
Co-worker Support	.889	80	.000

Note. Developed from SPSS software version 26.0

The Shapiro-Wilk normality test is a nonparametric goodness-of-fit test used to find out whether two distributions are different or whether the potential probability distribution is different from the hypothesized distribution. In this study, the Shapiro-Wilk normality test was used to determine whether to use Pearson's correlation coefficient or Spearman's correlation analysis to test Ha1 and Ha2. Table 14 shows that p value ($p = .000$) is lesser than significant value of normality (0.05). Based on Table 14, the results revealed that data is deviating from a normal distribution or in a simpler way to define it; the data is not normally distributed. Hence, Spearman Correlation Analysis was used to analyse the data.

Reliability Analysis

Table 15 Reliability Analysis Result for Pilot Test

Variables	Total items	Cronbach's Alpha
Social support	7	0.784
Career success	15	0.918
Overall	22	0.927

Table 15 shows the Cronbach's Alpha values of the variables in the pilot study. All values indicate that the variable is reliable. Thus, social support value is 0.784 and career success value is 0.918. Moreover, the Cronbach's Alpha overall value for total items is 0.927.

Table 16 Summary of Reliability Analysis

Variables	Total items	Cronbach's Alpha
Social support	7	0.890
Career success	15	0.921
Overall	22	0.946

Table 16 shows the Cronbach's Alpha values of the variables in the reliability analysis. All values indicate that the variables are reliable, and these values are slightly increased compared to the previous values in the pilot study. Thus, social support value is 0.890 and career success value is 0.921. However, the Cronbach's Alpha overall value for total items is 0.927.

Hypothesis testing

There is a significant relationship between supervisor support and career success.

Table 17 Spearman Correlation between Supervisor Support and Career Success.

Correlations				
			Supervisor Support	Career Success
Spearman's rho	Supervisor Support	Correlation Coefficient	1.000	.711**
		Sig. (2-tailed)	.	.000
		N	80	80
	Career Success	Correlation Coefficient	.711**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Note. Developed from SPSS software version 26.0

Spearman Correlation was computed to assess the relationship between supervisor support and career success. From Table 17 above, the result indicated that p-value ($p = .000$) was lower than 0.01 level of significance. Hence, there was a significant relationship between supervisor support and career success. Besides, The Spearman Correlation test revealed that supervisor support has a strong relationship with career success where $\rho = .711$. Thus, H_{a1}

was accepted. Overall, the result showed that there is a significant and a strong positive relationship between supervisor support and career success. Most importantly, it explained that there is evidence that career success is affected by the practice of supervisor support.

There is a significant relationship between co-worker support and career success.

Table 18 Spearman Correlation between Co-worker Support and Career Success.

Correlations				
			Co-worker Support	Career Success
Spearman's rho	Co-worker Support	Correlation Coefficient	1.000	.667**
		Sig. (2-tailed)	.	.000
		N	80	80
	Career Success	Correlation Coefficient	.667**	1.000
		Sig. (2-tailed)	.000	.
		N	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Note. Developed from SPSS software version 26.0

Spearman Correlation was computed to assess the relationship between co-worker support and career success. From Table 18 above, the result indicated that p-value ($p = .000$) was lower than 0.01 level of significance. Hence, there was a significant relationship between co-worker support and career success. Besides, The Spearman Correlation test revealed that co-worker support has a strong relationship with career success where $\rho = .667$. Thus, H_{a2} was accepted. Overall, the result showed that there is a significant and a moderate positive relationship between co-worker support and career success. Most importantly, it explained that there is evidence that career success is affected by the practice of co-worker support.

Multiple Regression Analysis

There is a dominant factor that influences career success among the employees in the hospitality industry.

Table 19 Model Summary of Multiple Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 ^a	.656	.648	.31964

a. Predictors: (Constant), Co-worker Support, Supervisor Support

b. Dependent Variable: Career Success

Note. Developed from SPSS software version 26.0

Table 20 ANOVA of Multiple Regression Analysis

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.032	2	7.516	73.563	.000 ^b
Residual	7.867	77	.102		
Total	22.899	79			

a. Dependent Variable: Career Success

b. Predictors: (Constant), Co-worker Support, Supervisor Support

Note. Developed from SPSS software version 26.0

Table 21 Coefficients of Multiple Regression Analysis

		<i>Coefficients^a</i>				
		Unstandardized		Standardized		
		Coefficients		Coefficients	t	
Model		B	Std. Error	Beta	Sig.	
1	(Constant)	.935	.222		4.218	.000
	Supervisor Support	.460	.064	.561	7.143	.000
	Co-worker Support	.254	.055	.360	4.591	.000

a. Dependent Variable: Career Success

Note. Developed from SPSS software version 26.0

A Multiple Regression Analysis was conducted to predict career success based on supervisor support and co-worker support. The results of Multiple Regression Analysis are shown in Table 19, Table 20 and Table 21. Based on Table 19, the value of R^2 is 65.6%. This indicates that 65.6% of the variance in career success is attributable to the two factors studied namely supervisor support and co-worker support. Supervisor support is proven to be significant compared to co-worker support in this study. Therefore, career success can be described by supervisor support since its p-value is less than the significant level, α ($R^2=0.656$, $p<0.005$, $\alpha=0.05$). After correcting R^2 in order to get a better estimation of the population's value, adjusted R^2 shows that there is 64.8% of career success can be explained by supervisor support (adjusted $R^2=0.648$). Thus, to summarize, supervisor support is the dominant factor in affecting career success because it is significant and its standardized Beta revealed that it is the strongest contributor to explain career success ($P<0.005$, $\beta=0.561$).

Summary of the Hypothesis Testing

Table 22 shows the summary of the hypothesis testing developed from this study. It can be summarized that Ha1, Ha2 and Ha3 are accepted.

Hypotheses	Measures	Significant
Ha1: There is a significant relationship between supervisor support and career success.	Spearman Correlation $\rho = 0.711$ $p = 0.000$	$p < 0.01$ Ha1 is accepted
Ha2: There is a significant relationship between co-worker support and career success.	Spearman Correlation $\rho = 0.667$ $p = 0.000$	$p < 0.01$ Ha2 is accepted
Ha3: There is a dominant factor that influences career success among the employees in the hospitality industry.	Multiple Regression Analysis $\beta = 0.561$	$p < 0.005$ Ha3 is accepted

Summary

Main findings of the research were discussed in this chapter. The SPSS software is used to compute, analyse and tabulate the findings. From the analysis, three hypotheses were accepted. Besides, the data that has been interpreted will be used for further discussion in the next chapter which consists of discussion on the findings of current study and past study, followed by the limitations and recommendations.

CHAPTER 5

DISCUSSION

Introduction

In this chapter, the results of the hypothesis testing will be explained accordingly with the review of past literature that has been argued in Chapter 2. Besides, this chapter is divided into five sections specifically the discussion of the main finding, limitation of the study, recommendation for the future research, summary of the research contribution and ended with conclusion.

Discussion of the Main Finding

The present study aims to investigate the relationship between social support and career success in the hospitality industry in Sibu, Sarawak. In particular, the researcher has concentrated on social support that has a significant relationship with career success specifically supervisor support and co-worker support. Based on Chapter 4, findings revealed that both of the supervisor support and co-worker support are significant in this study. Equally important, based on the results, supervisor support has been considered dominant in this study compared to co-worker support.

Moving on, the present study has contributed to a better understanding of the ways in which supervisors and co-worker support are related to career success. On the other hand, Social Capital Theory (SCT) provides a better-grained overview of the ways in which an individual's social networks influence their careers in organizations. This summarizes that organizations must emphasize the importance of the assistance from supervisor and co-worker to bring success not only themselves but also to the organization because the success

of the employees is also determining the success of the organization. The impact of “guanxi” (a sort of social networking behaviour) on career success has been documented in a variety of fields and social contexts. Thus, good guanxi relationships with co-workers and supervisors can help to create a positive working environment in which his or her career skills can develop (Yang & Lau, 2015).

Moreover, the findings from this study are aligned with previous studies. The existence of social support and maintain the appropriate level of satisfaction, a successful career can be offered (Malik et al., 2010). This does prove that the help from social support can boost the career success of the employee. Furthermore, Social Exchange Theory (SET) theorizes that if the supervisor is being supportive to their subordinate’s welfare, the employee will feel committed to the organization (Othman & Nasurdin, 2012) and this eventually could drive the employee to achieve their personal career success. Hence, this theory is consistent with one of this study’s objectives; To examine if supervisor support can drive employee’s career success. Thus, the current data revealed that supervisor support has a significant relationship with career success with the value of $rho = .711$. Fortunately, this value indicates that supervisor support has a strong relationship with career success in this industry.

Moreover, the current data also revealed that co-worker support is able to have a significant relationship with career success in this particular industry with the value of $rho = .667$. Therefore, this value indicates that co-worker support has a moderate positive relationship with career success in this industry. In contrast, although the result showed that supervisor support and co-worker support have a significant relationship with career success among the employees in the hospitality industry in Sibul, Sarawak, the result also revealed that supervisor support is a dominant factor to career success compared to co-worker support.

Limitation of the study

While this study makes a substantial contribution to the analysis of the positive link between social support and career success, it does have certain limitations. Firstly, the research population is considered small with 100 population and 80 sample size. This study was conducted in East Malaysia within one single organization. Thus, the respondents were from that specific organization. Hence, the obtained results were only a part of the analysis on the relationship between social support and career success in the hospitality industry in Sibul, Sarawak. This sample size could not reflect the holistic view particularly on social support and career success. As a result, the future research is recommended to perform the research in more than one organization with the same population.

Secondly, there is a concern regarding the analysis procedure. Quantitative approach was used to collect the data in this study. Thus, the results obtained were merely based on the SPSS to examine the questionnaires. Furthermore, the data obtained from the quantitative approach was more generic, as opposed to data produced from the qualitative approach, which is more in-depth in terms of its results and its discussions. It is due to the structure of the questionnaire, where the respondents are unable to express his or her opinion and interpretation of the questions asked. Hence, future study is suggested to use qualitative approach or the combination of quantitative and qualitative approach to collect the data.

Lastly, the respondents' ability to establish an accurate answer could be limited is becoming a limitation in this study. This is due to the factors like respondents' honesty and sincerity in answering the questionnaire. Some respondents may merely fill out the questionnaire without realising that their responses appear to have an impact on the study's overall outcomes. To put it another way, the respondents answered the questionnaires for the

sake of helping and giving assistance to the researcher. Thus, the accuracy of the overall outcomes of this study is becoming a concern.

Recommendation for future research

This study can be used as a guideline for future research. Based on the findings, there are few recommendations for future research. Future researchers are encouraged to conduct this study in a qualitative approach in order to provide and reveal the qualitative features of human perspective about this study particularly how they perceive social support and career success. Moreover, future researcher can obtain ideas and findings from this study to establish a deeper research about social support and career success. Instead of the hospitality industry, a comparative study can be conducted across other industries and other fields of work to broaden the scope. Not only that, the research can be performed in a specific department of the hospitality industry. For instance, the study can be executed exclusively for the administrative department, where people may be interested and curious about the success of the employee in the department in this specific industry. Lastly, future researcher is recommended to obtain a larger sample size that perhaps can increase the precision of their study findings. In the present study, only 80 respondents have participated, generally speaking, it is not enough to conclude in the holistic form: the more respondents, the more precise the results will be gained.

Summary of research contributions

There are numbers of studies in previous studies that relate to this topic, but mostly the studies were carried out outside of Malaysia, in particular the United States and China.

Although the studies are from Malaysia, the studies only focus on work-life balance, motivation, and most of the studies are conducted in West Malaysia. Thus, the findings of this study have filled the research gap by examining these measurements in Malaysian context.

This study has contributed to the body of knowledge as it will provide necessary information on the need for the hospitality industry by using appropriate intervention to help the employees particularly on their career success. Thus, this study has filled the research gap that supervisor support and co-worker support have a significant relationship with career success in the hospitality industry. Furthermore, this study has contributed to academic literature, particularly in the Malaysian setting.

Additionally, the present study has investigated the relationship between social support and career success. The findings of the study have revealed that both of the social support variables namely supervisor support and co-worker support are able to have relationship with career success. Furthermore, this study is aligned with previous study where it is proven that social support can generate positive outcomes such as career development (Chen et al., 2012).

Moreover, the result also revealed that supervisor support is a dominant factor to career success compared to co-worker support. Hence, this finding has filled the research gap. As stated by past study, future research highly suggests that another factor in increasing career success such as morale and work performance as reported by (Saksri, 2018).

Conclusion

The findings of the study have shown that supervisor support and co-worker support have positively affected the career success of the employees in the hospitality industry. Even

though supervisor support is proven dominant in this study, however, both independent variables demonstrated to have a significant relationship with dependant variable and points out that it plays an important role in career success. Moreover, this has helped another entity such as organization to assist their employee in their career success assessment as (Saksri, 2018) reported that social support has a significant relationship with career success, hence, the involved person should increase support in this regard by fostering knowledge sharing, reciprocating attentiveness, promoting good relationships, honesty, compassion and assisting one another. Aside from that, to develop a supportive environment in the hospitality industry organization, organization is suggested to reward the supporting employees with recognition and other monetary or non-monetary benefits. All in all, the more social support is provided; the more successful careers they will have.

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APPENDIX A
QUESTIONNAIRE



FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT

**THE RELATIONSHIP BETWEEN SOCIAL SUPPORT AND CAREER SUCCESS
IN THE HOSPITALITY INDUSTRY IN SIBU, SARAWAK**

Dear Mr/Ms,

I am Nurhaifa Hazirah binti Tioh and I am a Final Year Undergraduate Student who is currently pursuing my studies in Bachelor of Science with Honours (Human Resource Development) at Universiti Malaysia Sarawak (UNIMAS). Hence, this research is conducted as partial of my Undergraduate program.

The main objective of this study is to examine The Relationship Between Social Support and Career Success in The Hospitality Industry in Sibu, Sarawak. This questionnaire consists of three (3) sections. Please answer all of the questions by following the instructions given. Your response will only be used for survey purposes and all of the answers are confidential.

Should you have any queries, please feel free to contact me at haifatiah02@gmail.com or 012-8708709. Thank you very much for your time.

Saya Nurhaifa Hazirah binti Tioh dan merupakan Pelajar Tahun Akhir yang kini melanjutkan pengajian dalam Ijazah Sarjana Muda Sains dengan Kepujian (Pembangunan Sumber Manusia) di Universiti Malaysia Sarawak (UNIMAS). Oleh itu, kajian ini dijalankan sebagai sebahagian daripada program Sarjana saya.

*Objektif utama kajian ini adalah untuk mengkaji **Hubungan Antara Sokongan Sosial dan Kejayaan Kerjaya di Industri Hospitaliti di Sibul, Sarawak**. Soal selidik ini mengandungi tiga (3) bahagian. Sila jawab berdasarkan arahan yang diberikan. Jawapan anda hanya digunakan untuk tujuan kajian sahaja dan dijamin akan kerahasiaannya. Sekiranya anda mempunyai pertanyaan, sila hubungi saya di haifatiah02@gmail.com atau 012-8708709. Terima kasih kerana sudi meluangkan masa.*

SECTION A: DEMOGRAPHIC PROFILE

BAHAGIAN A: LATAR BELAKANG RESPONDEN

Instruction: Please fill in necessary information and **tick** (✓) in the appropriate boxes.

Arahan: Sila isikan maklumat yang diperlukan dan **tandakan** (✓) pada ruangan bersesuaian.

1. Age
2. Gender Male
 Female
3. Ethnicity Malay
 Chinese
 Indian
 Iban
 Bidayuh
 Melanau
 Others
4. Religion Islam
 Buddhism
 Hinduism
 Christianity
 Others
5. Job status Permanent
 Contract
6. Total employment experience to date ≤ 5 years
 6-10 years
 ≥ 10 years

SECTION B: SOCIAL SUPPORT

BAHAGIAN B: SOKONGAN SOSIAL

Instruction: Please read each question carefully and **circle** (O) the appropriate responses according to the following scale.

Arahan: Sila baca setiap soalan dengan teliti dan **bulatkan** (O) jawapan yang berpatutan menurut skala yang disediakan.

1	SD	Strongly Disagree / <i>Sangat tidak bersetuju</i>
2	D	Disagree / <i>Tidak bersetuju</i>
3	N	Neutral / <i>Neutral</i>
4	A	Agree / <i>Setuju</i>
5	SA	Strongly Agree / <i>Sangat setuju</i>

No	Items	SD	D	N	A	SA
1.	My supervisor is helpful to me in getting the job done. Penyelia saya sangat membantu saya dalam menyelesaikan tugas.	1	2	3	4	5
2.	My supervisor is willing to extend himself/herself to help me perform my job. Penyelia saya bersedia untuk melanjutkan diri sendiri untuk menolong saya menjalankan tugas.	1	2	3	4	5
3.	My supervisor takes pride in my accomplishments at work. Penyelia saya bangga dengan pencapaian saya di tempat kerja.	1	2	3	4	5
4.	My supervisor tries to make my job as interesting as possible. Penyelia saya berusaha menjadikan pekerjaan saya semenarik mungkin.	1	2	3	4	5

5.	My co-workers listen to me when I need to talk about work-related problems. Rakan sekerja saya bersedia untuk mendengar bila saya perlu bercakap mengenai masalah yang berkaitan dengan pekerjaan.	1	2	3	4	5
6.	My co-workers help me with difficult tasks. Rakan sekerja yang membantu saya membuat tugas yang sukar.	1	2	3	4	5
7.	My co-workers help me in crisis situations at work. Rakan sekerja saya membantu saya dalam situasi krisis di tempat kerja.	1	2	3	4	5

SECTION C: CAREER SUCCESS

BAHAGIAN C: KEJAYAAN KERJAYA

Instruction: Please read each question carefully and **circle** (O) the appropriate responses according to the following scale.

Arahan: Sila baca setiap soalan dengan teliti dan **bulatkan** (O) jawapan yang berpatutan menurut skala yang disediakan.

1	SD	Strongly Disagree / <i>Sangat tidak bersetuju</i>
2	D	Disagree / <i>Tidak bersetuju</i>
3	N	Neutral / <i>Neutral</i>
4	A	Agree / <i>Setuju</i>
5	SA	Strongly Agree / <i>Sangat setuju</i>

No	Items	SD	D	N	A	SA
1.	I am receiving positive feedback about my performance from all quarters. Saya menerima maklum balas positif mengenai prestasi saya dari semua pihak.	1	2	3	4	5
2.	I am having enough responsibility in my job. Saya mempunyai tanggungjawab yang cukup dalam kerja saya.	1	2	3	4	5
3.	I am fully backed by management in my work. Saya disokong sepenuhnya oleh pihak pengurusan dalam kerja saya.	1	2	3	4	5
4.	I am in a job offers me the chance to learn new skills. Pekerjaan saya memberi saya peluang untuk mempelajari kemahiran baru.	1	2	3	4	5
5.	I am most happy when I am at work. Saya amat gembira ketika saya sedang bekerja.	1	2	3	4	5
6.	I am dedicated to my work. Saya berdedikasi untuk kerja saya.	1	2	3	4	5

7.	I am in a position to do mostly work which I really like. Saya berada dalam jawatan yang melakukan kebanyakan kerja yang saya suka.	1	2	3	4	5
8.	I am respected by my peers. Saya dihormati oleh rakan sekerja saya.	1	2	3	4	5
9.	I am getting good performance evaluations. Saya mendapat penilaian prestasi yang baik.	1	2	3	4	5
10.	I am having my superior's confidence. Saya mempunyai keyakinan daripada atasan saya.	1	2	3	4	5
11.	I am earning as much as I think my work is worth. Saya mendapat pendapatan sebanyak nilai kerja saya.	1	2	3	4	5
12.	I am pleased with the promotions I have received so far. Saya gembira dengan kenaikan pangkat yang saya terima setakat ini.	1	2	3	4	5
13.	I am reaching my career goals within time frame I set for myself. Saya mencapai matlamat kerjaya saya dalam jangka masa yang telah saya tetapkan untuk diri saya.	1	2	3	4	5
14.	I am going to reach all of my career goals. Saya akan mencapai semua matlamat kerjaya saya.	1	2	3	4	5
15.	I am in a job which offers promotional opportunities. Saya sedang dalam pekerjaan yang menawarkan peluang kenaikan pangkat.	1	2	3	4	5

Thank You For Your Kind Cooperation

Terima Kasih Atas Kerjasama Anda

APPENDIX B
CONSENT LETTER

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



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UNIMAS/NC-16.03/04-13/01 Jld.25 (99)

26 April 2021

Puan Sharen,
Human Resource Executive
Tanahmas Hotel
Lot 277, Block 5
Jalan Kampung Nyabor
96000 Sibul
Sarawak

Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Nurhaifa Hazirah binti Tioh (67294)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian : *“The Relationship Between Social Support and Career Success in Hospitality Industry in Sibul, Sarawak”*
Penyelia : **Puan Nik Norsyamimi binti Md Nor**
No.Telefon Penyelia : **082-584512**
E-mel Penyelia : **mnnnorsyamimi@unimas.my**
No.Telefon Pelajar : **012-8708709**
E-mel Pelajar : **67294@siswa.unimas.my**

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian,

Yang benar,

Dr Victoria Jonathan
Penyelaras Program
Pembangunan Sumber Manusia

s.k – Penolong Pendaftar Kanan, FSKPM



94300 Kota Samarahan, Sarawak, MALAYSIA | Tel + 60 82 581 578 | Fax + 60 82 581 579



UNIMAS/NC-16.03/04-13/01 Jld.2 (100)

26 April 2021

Puan Hannah Lo
Human Resource Executive
The Paramount Hotel
No. 3, Lorong 9A
Jalan Kampung Datu
96000 Sibul
Sarawak

Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Nurhaifa Hazirah binti Tioh (67294)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

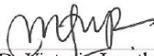
Tajuk Kajian	:	<i>“The Relationship Between Social Support and Career Success in Hospitality Industry in Sibul, Sarawak”</i>
Penyelia	:	Puan Nik Norsyamimi binti Md Nor
No.Telefon Penyelia	:	082-584512
E-mel Penyelia	:	mnnnorsyamimi@unimas.my
No.Telefon Pelajar	:	012-8708709
E-mel Pelajar	:	67294@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Kerjasama yang diberikan oleh pihak tuan/puan didahului dengan ucapan terima kasih.

Sekian,

Yang benar,



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