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# Psychological Capital and Career Advancement of Hospitality and Tourism Industry in Sabah

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## Abstract

Psychological capital is a constructive psychological state characterized by four synergistic resources: hope, involving goal-oriented determination; efficacy, reflecting confidence in task mastery; resilience, the capacity to recover from setbacks; and optimism, maintaining a positive outlook for future success. Within the hospitality and tourism industry in Sabah a vital pillar of the regional economy these internal resources are increasingly recognized as essential drivers for professional sustainability in a rapidly evolving business landscape. However, despite the industry's economic importance, there remains a significant gap in empirical evidence exploring how these psychological dimensions specifically influence the career advancement of local employees. This study adopted a quantitative approach, utilizing proportionate stratified random sampling to gather data from 287 employees across five key divisions in Sabah. Data analysis performed via SmartPLS 4.0 using Partial Least Squares-Structural Equation Modeling (PLS-SEM) revealed that hope, efficacy, resilience, and optimism all maintain a significant positive relationship with career advancement, with optimism emerging as the most influential predictor. These findings underscore the critical need to integrate psychological resource development into human capital strategies to reshape the global knowledge economy and ensure the long-term competitiveness of Sabah's hospitality and tourism workforce.

**Keywords:** Psychological capital; Career advancement; Hospitality and tourism industry

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## I. INTRODUCTION

Sabah's hospitality and tourism industry plays a vital and significant role as a major contributor to the overall economy of the state, shaping not only the financial landscape but also influencing social interactions and cultural exchanges within the region [1]. Despite its critical importance, however, there are relatively limited studies available that thoroughly examine the various factors that affect the career advancement of employees working within this key and essential industry. Recognizing the challenges faced, it is essential to delve deeper into the nuances of employee progression to ensure a robust workforce. To address this noticeable gap in the literature, the present study draws on the broaden-and-build theory of positive emotions, which suggests that positive emotional experiences can lead to a wider range of cognitive and behavioral capacities, to investigate the intricate relationship between psychological capital and career advancement.

Embracing a quantitative research methodology, data are meticulously collected

through an extensive cross-sectional survey that targets employees currently engaged in the vibrant hospitality and tourism industry located in Sabah. This process captures a broad spectrum of perspectives, insights, and experiences that reflect the diverse nature of the industry [2]. The insightful and compelling results derived from this research have the potential to significantly inform managers and decision-makers about effective strategies to support the career advancement of their employees. This progress not only fosters individual development but also cultivates a more engaged and motivated workforce, ultimately boosting the overall performance and sustainability of the industry in this vibrant region [3].

Increasingly, the hospitality and tourism industry has emerged as a pivotal focus of economic growth and development in numerous regions around the globe. This vital sector plays an essential and increasingly prominent role in contributing significantly to income generation, job creation, and foreign exchange earnings that bolster local economies. By attracting visitors from different places, it enhances the overall quality of life for individuals residing in those areas, while also opening new avenues for cultural exchange and

interaction. As communities invest in this sector, they often see increased infrastructure development, which further supports a vibrant and sustainable environment for both locals and tourists alike [4]. The career advancement of employees in any organization within the hospitality and tourism realm is fundamentally important to ensure the achievement of its overarching organizational goals and objectives. However, despite the critical significance of employee progression and development opportunities, limited research exists that specifically attempts to link the concept of psychological capital to career advancement within the hospitality and tourism industry, which presents a notable gap in the academic literature [5].

The current study makes a noteworthy contribution to the existing body of literature by developing a comprehensive research model that thoroughly examines the intricate relationships that exist among the various dimensions of psychological capital. These dimensions include the four constructs of hope, efficacy, resilience, and optimism, each of which plays an essential role in influencing career advancement and personal growth in the hospitality and tourism industry [6]. This approach provides deeper insights into how organizational environments can substantially impact employee growth and development trajectories within this vital sector, ultimately aiming to enhance the overall effectiveness and success of organizations operating in the ever-evolving landscape of hospitality and tourism industry [7]. By addressing these critical factors, the research sheds light on potential pathways for fostering employee engagement and motivation, which are key to a thriving hospitality and tourism workforce [8].

Nevertheless, the market prices for crude oil and natural gas have exhibited remarkable volatility over the years, with a particularly notable downturn occurring in 2015. This downturn culminated in the lowest recorded prices in 2016, which sent shockwaves throughout the global energy markets and caused significant concerns among stakeholders, investors, and local businesses alike. As a direct consequence of these fluctuating prices impacting crucial revenue streams, Sabah is actively seeking viable alternatives to generate sustainable income for the enhancement of the state's economy and to reduce dependency on the increasingly erratic oil market.

This strategic shift in direction has led to a renewed and reinvigorated focus on the vast potential that tourism offers as an industry, which, if harnessed and managed effectively, could invigorate the local economy, create ample job opportunities for its citizens, and provide long-lasting benefits that would contribute significantly to the overall well-being and quality of life within the community in Sabah [9]. By investing in and promoting tourism, Sabah is not only aiming to diversify its economic

foundations but also looking to showcase and elevate its rich cultural heritage and breathtaking natural beauty, thereby attracting both local and international visitors who seek unique experiences and adventures.

Research indicates that psychological capital can serve as a significant and impactful driver of several positive individual and organizational outcomes. Extending upon this foundational insight, it is noteworthy and somewhat alarming that a comprehensive review of existing academic literature reveals a conspicuous absence of empirical studies exploring the intricate relationship between psychological capital and career advancement specifically within the context of the hospitality and tourism industry in Sabah [8].

This considerable gap in knowledge suggests that there exists a significant lack of insight into how various forms of organizational support may impact and influence the intricate and often challenging relationship between psychological capital and career advancement. This is particularly relevant in terms of mitigating the motivation-hygiene issue that frequently arises in such dynamic and fast-paced environments, which can greatly affect employee morale and progression [10].

Furthermore, businesses and organizations have a vital opportunity to assist in the progressive advancement of their employees by proactively implementing their own financial support mechanisms and strategies. By doing so, they can provide individuals who are genuinely on the path to professional progress with satisfactory and meaningful financial rewards and benefits that genuinely acknowledge their hard work, efforts, and contributions to the company.

Given these significant gaps in current research and understanding, the present study aims to thoroughly investigate and illuminate the association between psychological capital and career advancement specifically within the hospitality and tourism industry in Sabah. Additionally, the analysis will be extended and enriched by determining whether perceived organizational support serves to meaningfully modify the hypothesized relationship between these critical factors, thereby contributing valuable insights to the existing body of knowledge in this important area of study and paving the way for future research initiatives.

The primary objective of this study is to determine the relationship between psychological capital and career advancement in the hospitality tourism industry in Sabah. This relationship has received little research attention in relatively developed economies, especially in Malaysia, where a theoretical framework is absent.

The purpose also informs the proposed hypotheses, supported by a literature review. Career advancement is the dependent variable, with

empirical evidence indicating a positive association with psychological capital. Hope, efficacy, resilience, and optimism are the independent variables.

Human capital takes centre stage in the realm of organizational success, especially when one examines it through the intricate lens of psychological capital. This concept plays a vital role in determining not just the individual growth of employees but also the collective advancement of organizations themselves. Psychological capital is a multifaceted construct that encompasses several pivotal components: hope, efficacy, resilience, and optimism. Each of these elements plays a foundational role in cultivating a positive perspective regarding work, personal life, and the challenges that inevitably arise [11].

Employees who showcase elevated levels of psychological capital are often seen to exhibit remarkable communication skills, which enhance their interactions with both superiors and peers. This improved engagement not only paves the way for better career opportunities but also significantly boosts collaborative efforts across diverse teams within the work environment [12]. Focusing specifically on the vibrant and dynamic sectors of the hospitality and tourism industry, one can identify a wealth of opportunities for upward mobility and substantive career progression.

Tourism stands as the second most significant pillar of Sabah's economy, contributing substantially to job creation and foreign exchange. As the state seeks sustainable alternatives to the volatile oil and gas markets, the growth of this sector is paramount. However, the 'Skills Revolution' necessary for this growth depends heavily on the career progression of the local workforce. While technical skills are often highlighted, the underlying psychological drivers of this advancement remain under-researched in the local context [13].

## II. LITERATURE REVIEW

Career advancement serves as a primary motivator for professional growth, acting as a critical mechanism to reduce high turnover rates and enhance organizational commitment. In the dynamic context of Sabah's hospitality industry, tangible progression pathways are essential for maintaining workforce morale. Recent studies emphasize that in the post-pandemic service economy, career trajectories are increasingly influenced by an individual's internal psychological resources rather than traditional organizational structures alone. [14].

Employees who feel that they have attained tangible career advancement are much more likely to devote considerable time and effort to their employer's objectives and overall growth. Furthermore, psychological capital plays an indispensable role in facilitating career advancement, as it empowers individuals to confront

challenges with a positive mindset, enhances their resilience in the face of adversity, and fosters a strong determination to achieve both personal and professional goals [8].

Previous studies have clearly revealed that a high level of psychological capital can positively influence employees' likelihood of experiencing career advancement across diverse sectors. Despite this, very little attention has been directed towards examining the moderation effect on the relationship between psychological capital and career advancement specifically within the hospitality and tourism industry [15]. Thus, based on the notable gaps identified in the existing literature, it is crucial and necessary to study the intricate relationship between psychological capital and career advancement. Addressing these elements will not only enhance our understanding but also improve practices and strategies within this critical sector [16].

Career advancement is widely recognized as one of the most significant incentives for professional growth within the hospitality and tourism industry because it effectively reduces high employee turnover while simultaneously enhancing the level of support that employees demonstrate toward the broader organizational impact [17]. An increasing number of research studies have systematically explored the intricate link between psychological capital and the pathways of employees' career advancement across various industrial sectors, consistently demonstrating a positive correlation between the facets of psychological capital and employees' attitudes and behaviours regarding career advancement opportunities [18].

Psychological capital is a multidimensional construct comprising four positive psychological resources: hope, efficacy, resilience, and optimism. Hope involves the agentic determination to pursue goals while identifying alternative pathways to achieve them. Efficacy refers to the self-confidence required to execute master challenging tasks. Resilience is the capacity to bounce back from professional setbacks, while optimism reflects a positive attribution regarding future success. Recent methodological advancements in PLS-SEM suggest that these dimensions function synergistically to enhance employee performance and well-being. [19].

This dynamic interaction significantly influences the likelihood that the actual behaviour will either be executed or not executed. Consider three distinct types of constructs namely, independent constructs, and a dependent construct within the scope of hotel frontline employees, career advancement within the hotel industry emerges as the dependent construct that influences their professional trajectories [20]. Psychological capital serves as the independent constructs in this context,

distinctly manifesting in various forms such as hope, efficacy, resilience, and optimism.

Career-related behaviors and outcomes are intricately guided by psychological capital, which plays a significant role in influencing various dimensions of one's professional journey both directly and indirectly. In an insightful and comprehensive study that robustly supports these intricate relationships through the well-established framework of conservation of resources theory, meaningful and positive connections that exist between all four critical components of psychological capital hope, efficacy, resilience, and optimism and the overall process of career advancement [21]. Empirical evidence consistently demonstrates a positive correlation between high levels of psychological capital and proactive career behaviours. For instance, recent research on service sector employees indicates that those with robust psychological resources are more likely to seek out upward mobility and master the "Skills Revolution" required for modern industry demands. This relationship is often explained through the Conservation of Resources (COR) Theory, which posits that individuals with a rich "caravan" of psychological resources are better positioned to acquire further professional gains and navigate career obstacles [22].

The present study integrates Broaden-and-Build Theory and COR Theory to investigate how internal states drive professional outcomes. While previous studies have examined these variables in diverse global sectors such as a large-scale study of 1,225 managers in China there remains a critical research gap regarding these dynamics in the specific socio-economic environment of East Malaysia. Consequently, the following hypotheses are proposed:

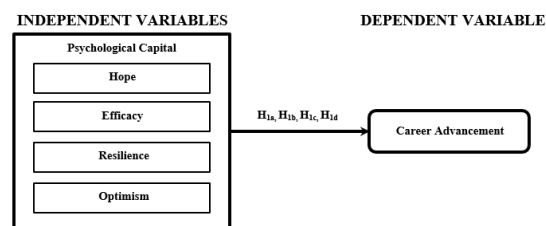
Hypothesis<sub>1a</sub>: The hope dimension of psychological capital has a significant relationship with career advancement.

Hypothesis<sub>1b</sub>: The efficacy dimension of psychological capital has a significant relationship with career advancement.

Hypothesis<sub>1c</sub>: The resilience dimension of psychological capital has a significant relationship with career advancement.

Hypothesis<sub>1d</sub>: The optimism dimension of psychological capital has a significant relationship with career advancement.

Based on the literature and the discussion, the conceptual framework for this study is illustrated in Figure 1.

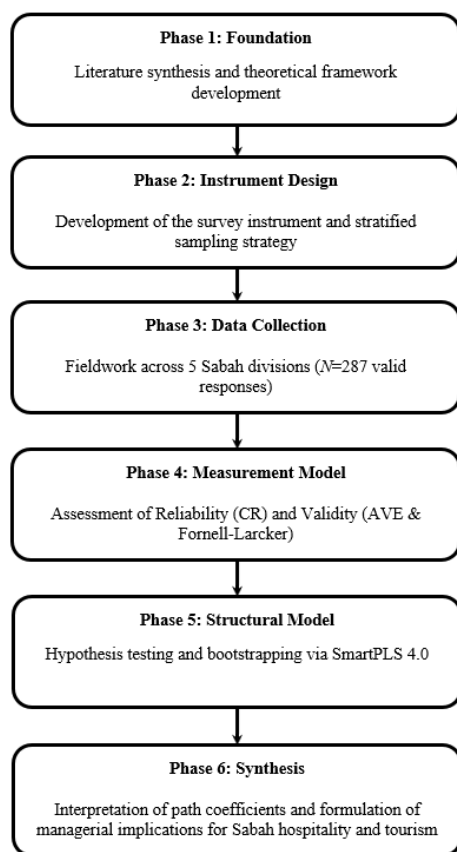


**Figure 1: Conceptual Framework**

The rationale behind the combination of the independent variables and the dependent variable is that the integration of these variables would facilitate that enables psychological capital dimensions to influence career advancement. The various variables had been adapted from the following previous studies [11] [23].

### III. RESEARCH METHODOLOGY

For this study, the research instrument was developed by applying measurement scales recognized from previous studies. Modifications were done to the substances to ascertain that it applied into the framework of this study. Moreover, the validity and the reliability of the instrument were determined with the information obtained from focus group, translation process, pre-test, and a pilot test study performed and conducted. The real and the actual information gathering or data collection had been initiated after accomplishment (in terms of validity and reliability) of the research instrument was attained or achieved. The systematic execution of this study followed a structured six-phase research process flow, as illustrated in Figure 2.



**Figure 2: Research Process Flow**

Moreover, the information for this study was gathered through the application of the drop-off and collect technique. The sample for this study was selected by applying the proportionate stratified random sampling method. Using Statistical Package for Social Sciences (SPSS) version 31.0 and Partial Least Squares-Structural Equation Modeling (PLS-SEM) method, the data were assessed.

This analysis applied a correlation research plan using the quantitative research strategy to investigate the relationship between the independent variables and the dependent variable. This analysis of correlation was directed to the population of 1,567 hospitality and tourism industry in the State of Sabah. In getting the primary data, self-administered questionnaire was the selected method for this analysis, in addition to the quantitative responses from the respondents based upon a 5-point Likert-type scale reply. Moreover, in collecting the views from the selected groups, a proportionate stratified random sampling method was applied. This study employed the drop-off and collect technique, where all the data were collected once, within a period of seven months to gather rhythmic responses from the respondents.

Emphasized that the decision of sampling design is an essential aspect of research design, including both sampling strategy and sample size determination. Sampling design can be

comprehensive into a major type (i.e. probability sampling). The probability sampling is one type of sample in which the components in the population are designated by some known facts [24]. In this analysis, the sampling strategy applied in the investigation was the probability sampling. In probability sampling process, every member of the population has a known non-zero probability of being nominated [25].

In choosing the respondents, stratified random sampling was used because all the members of the population are equally qualified and chances of getting selected are also equal. Since all of them met the criterion in the hospitality and tourism field and can be the representation of their industries, the respondents were selected blindly.

**Table 1**

*List of Population of Hospitality and Tourism Industry in Sabah*

No.	Division	Number of Hospitality and Tourism Industry
1.	Kudat Division	68
2.	West Coast Division	842
3.	Interior Division	114
4.	Sandakan Division	228
5.	Tawau Division	315
<b>Total</b>		<b>1,567</b>

Source: Department of Industrial Development and Research (DIDR), Sabah (2024)

Based on Table 1, this analysis concentrated only on hospitality and tourism industry in Sabah, which comprised of Kudat Division, West Coast Division, Interior Division, Sandakan Division, and Tawau Division. This is because; the State of Sabah is comprised of 5 divisions. In this study, the respondents were the employees of hospitality and tourism industry in Sabah.

Table 2 represents the proportionate stratified random sampling conferring to different divisions of hospitality and tourism industry in Sabah. This proportional sample size was measured based on 20 percent for each division. The researcher used proportionate stratified random sampling for the population, which was divided into strata, and the researcher included the stratum when selecting the sample. Based on the population, the researcher uses 20 percent as the stratum because the percentage chosen was applicable to make the stratum fit for the purpose of the study based on the requirement of the sample size.

The stratified sample needed about 313 hospitality and tourism industry for specific survey. Thus, the researcher included in the sample 20 percent from the population of hospitality and tourism industry from each division. However, with continuous action of following up, the progress which the respondents had made in answering the questionnaires and having face-to-face meetings with them, the rate of response for the distributed questionnaires were 92 percent, equivalent to 287 responses.

**Table 2**

*Proportionate Stratified Random Sampling According to Divisions of Hospitality and Tourism Industry in Sabah*

No.	Division	Population	Number of Subjects in the Sample <i>Proportionate Sampling (20 percent of the population)</i>	
1.	Kudat Division	68	14	
2.	West Coast Division	842	168	
3.	Interior Division	114	23	
4.	Sandakan Division	228	45	
5.	Tawau Division	315	63	
<b>Total</b>		<b>1,567</b>	<b>313</b>	

#### IV. RESULT AND DISCUSSION

A measurement model contains a satisfactory internal consistency reliability if the Composite Reliability (CR) of each component is more than the required value of 0.7. Table 3 indicates that the CR for each construct in this study ranged between 0.773 and 0.852 and the value exceeds the required threshold value that stands at 0.7. In view of this, the outcomes showed that the components utilized in representing the constructs contained satisfactory internal consistency reliability.

**Table 3**

*Descriptive and Reliability Statistics*

Constructs	Item	Mean	Std. Dev.	Loadings	T-value
<b>HO = 0.792</b>	HO1	3.91	0.832	0.739	7.412
	HO2	3.65	0.917	0.788	8.006
	HO3	3.29	0.740	0.716	6.453
<b>EF = 0.804</b>	EF1	3.54	0.937	0.752	8.095
	EF2	3.64	0.841	0.884	12.227
	EF3	3.72	0.856	0.878	13.212
<b>RE = 0.773</b>	RE1	3.95	0.793	0.672	10.413
	RE2	3.79	0.891	0.768	12.525
	RE3	3.73	0.947	0.746	10.529
<b>OP = 0.782</b>	OP1	3.88	0.901	0.694	8.387
	OP2	3.77	0.771	0.722	9.746
	OP3	3.90	0.881	0.796	11.571
<b>CA = 0.852</b>	CA1	3.69	0.899	0.721	13.881
	CA2	3.73	0.833	0.685	13.442
	CA3	3.73	0.831	0.731	14.289
	CA4	3.76	0.859	0.746	15.779
	CA5	3.93	0.866	0.777	17.539
	CA6	3.94	0.870	0.782	17.602

In this study, the convergent validity of the measurement model was evaluated through the examination of its Average Variance Extracted (AVE) value. Convergent validity is adequate if the constructs contain an AVE that ranges between 0.508 and 0.674, which is more than the required threshold value of about 0.5. As illustrated in Table 4, the outcome demonstrated that the measurement model of this study indicated abundant convergent validity.

**Table 4**

*Average Variance Extracted Value*

Constructs	Average Variance Extracted (AVE)
Hope	0.560
Efficacy	0.674
Resilience	0.537
Optimism	0.508
Career Advancement	0.533

Within this study, the discriminant validity of the measurement model was evaluated with the help of two measures, namely criterion and cross-loading. A measurement model is considered to have discriminant validity if the AVE square root is more than the correlations involving the measure, alongside all the remaining measures. Additionally, the same situation can prevail if the loadings of the

indicators exceed against their specific constructs than other constructs [26].

Therefore, for determination of the initial evaluation of the discriminant validity of the measurement model, the AVE value had been generated for each construct through the PLS-SEM algorithm function. This was followed by the manual calculation of AVE square roots. Going by the outcomes, all the values of AVE square roots were more than the off-diagonal elements within their corresponding columns, as well as rows. The elements in bold in Table 5 represent the AVE square roots, along with the unbolded values that represent the intercorrelated values between the constructs. As illustrated in Table 5, all off-diagonal elements had been less than the AVE square roots (bolded on the diagonal). Thus, the outcomes proved that the criterion used by Fornell and Larcker was fulfilled.

**Table 5**

*Inter-Correlation Matrix*

Constructs	HO	EF	RE	OP	CA
Hope	<b>0.748</b>				
Efficacy	0.460	<b>0.721</b>			
Resilience	0.380	0.416	<b>0.732</b>		
Optimism	0.344	0.342	0.629	<b>0.713</b>	
Career Advancement	0.461	0.391	0.561	0.511	<b>0.730</b>

Note: Diagonals (bolded) represent the square root of the AVE, while the off-diagonals represent the correlations

The evaluation of the discriminant validity entailed assessing the loadings of the indicators regarding all correlated constructs. The cross-loading output was generated by using the function of the PLS-SEM algorithm. The cross-loading output between the indicators and the constructs is illustrated in Table 6. Additionally, all measurement components with higher loadings against the required latent variable than other variables are indicated in Table 6. Furthermore, the table indicated that the loading for each block was higher compared to other blocks within the same columns, as well as rows. The loading provides a clear separation of all latent variables, as explained within the conceptual model. Therefore, the output of the cross-loading revealed that the second evaluation for the discriminant validity in the measurement model had been fulfilled.

**Table 6**

*Cross-Loading*

	HO	EF	RE	OP	CA
HO1	<b>0.739</b>	0.301	0.297	0.355	0.329
HO2	<b>0.788</b>	0.317	0.271	0.256	0.327
HO3	<b>0.716</b>	0.413	0.283	0.155	0.377
EF1	0.334	<b>0.752</b>	0.278	0.186	0.250
EF2	0.415	<b>0.884</b>	0.393	0.353	0.378
EF3	0.314	<b>0.721</b>	0.307	0.422	0.449
RE1	0.247	0.294	<b>0.685</b>	0.383	0.401
RE2	0.203	0.306	<b>0.731</b>	0.465	0.417
RE3	0.289	0.238	<b>0.746</b>	0.469	0.363
OP1	0.334	0.368	0.550	<b>0.777</b>	0.423
OP2	0.313	0.222	0.405	<b>0.682</b>	0.363
OP3	0.261	0.244	0.481	<b>0.769</b>	0.392
CA1	0.288	0.293	0.490	0.437	<b>0.735</b>
CA2	0.194	0.189	0.456	0.376	<b>0.717</b>
CA3	0.208	0.198	0.401	0.264	<b>0.685</b>
CA4	0.238	0.334	0.459	0.317	<b>0.712</b>
CA5	0.215	0.217	0.434	0.385	<b>0.684</b>
CA6	0.343	0.261	0.393	0.456	<b>0.672</b>

The outcome given in Table 7 showed that a significant relationship was been identified between hope and the career advancement ( $\beta = 0.162$ ,  $t = 2.620$   $p < 0.01$ ). The existence of a significant relationship between efficacy and the career advancement ( $\beta = 0.110$ ,  $t = 2.454$ ,  $p < 0.05$ ). A significant relationship between resilience and career advancement ( $\beta = 0.163$ ,  $t = 2.645$ ,  $p < 0.01$ ). Lastly, optimism displayed a positive influence on the career advancement of hospitality and tourism industry in Sabah ( $\beta = 0.172$ ,  $t = 2.598$ ,  $p < 0.01$ ).

**Table 7**

*Path Coefficients, T-value, and Significant Level for All Hypothesized Paths*

Hypothesis	Relationship	Coefficient	T-value	Significance Level
Hypothesis <sub>1a</sub>	Hope -> Career Advancement	0.162	2.620**	0.01
Hypothesis <sub>1b</sub>	Efficacy -> Career Advancement	0.110	2.454*	0.05
Hypothesis <sub>1c</sub>	Resilience -> Career Advancement	0.163	2.645**	0.01
Hypothesis <sub>1d</sub>	Optimism -> Career Advancement	0.172	2.598**	0.01

\*\*p < 0.01, \*p < 0.05

**Table 8**

*Summary of Hypotheses*

Hypothesis	Hypothesis Statement	Results
Hypothesis <sub>1a</sub>	The hope dimension of psychological capital has a significant relationship with the career advancement of hospitality and tourism industry in Sabah.	<b>Supported</b>
Hypothesis <sub>1b</sub>	The efficacy dimension of psychological capital has a significant relationship with the career advancement of hospitality and tourism industry in Sabah.	<b>Supported</b>
Hypothesis <sub>1c</sub>	The resilience dimension of psychological capital has a significant relationship with the career advancement of hospitality and tourism industry in Sabah.	<b>Supported</b>
Hypothesis <sub>1d</sub>	The optimism dimension of psychological capital has a significant relationship with the career advancement of hospitality and tourism industry in Sabah.	<b>Supported</b>

The path coefficients statistics presented in Table 7 and summary of hypotheses in Table 8 indicated that hope, efficacy, resilience, and optimism did have influence upon career advancement. In this study, the results from the hypotheses have been deemed as significant. The significant results were identified, thus implying that the psychological capital dimensions played a positive role in career advancement of hospitality and tourism industry in Sabah.

**V. CONCLUSION**

In an era characterized by an intensely fierce level of competition, organizations must prioritize the crucial task of actively cultivating individuals who possess a robust and formidable level of psychological capital. This strategic focus is not merely an option but an essential requirement to ensure that employees are well-equipped to navigate and successfully surmount the various barriers they may encounter while striving to achieve the set objectives. This necessity is particularly pronounced within the dynamic and rapidly evolving hospitality and tourism industry, where adaptability is key. Employees who consistently exhibit high psychological capital not only possess a strong belief in their own abilities but also demonstrate elevated levels of hope, efficacy, resilience, and optimism.

These exceptional qualities empower them to confront challenges head-on, ultimately enabling them to overcome obstacles that may otherwise hinder their progress. By actively fostering and diligently developing these essential traits within their workforce, companies can effectively motivate employees to embrace more demanding and challenging responsibilities. This, in turn, leads to enhanced opportunities for significant career advancement that can contribute to personal and professional growth in a myriad of ways. However, existing research indicates that the intrinsic qualities of workers alone are insufficient to drive meaningful career progression; rather, it is crucial to acknowledge that the presence and provision of adequate support from the organization itself play a vital role in shaping this important relationship between personal attributes and career growth.

Indeed, the absence or loss of social support can significantly weaken the connections between an employee's personal characteristics and their overall career trajectory, making it even more difficult for individuals to truly flourish and thrive in their roles. This reinforces the point that fostering strong psychological capital in employees must be complemented by effective and supportive organizational support systems.

Consequently, it is imperative for organizations to strategically invest in providing substantial levels of social support to employees, thereby facilitating career development that aligns seamlessly with the enhancement of psychological capital. Such initiatives not only empower individuals with the confidence to pursue their aspirations and goals but also contribute to building a more robust and resilient workforce that feels genuinely valued and supported.

This collaborative and supportive approach ultimately drives the organization toward greater success and sustainability in an increasingly competitive market, positioning it to thrive in the face of various adversities, while nurturing talented individuals who will drive future innovation and

lasting progress in both their careers and the organization.

The hospitality and tourism industry occupy an essential and significant place in the overall economy of Sabah, a region that is truly endowed with a rich cultural heritage and stunning natural beauty. This vibrant area is characterized by a diverse and wide-ranging selection of remarkable tourism products and experiences that attract an array of visitors from all corners of the globe, each eager to explore its unique offerings. Nevertheless, despite the multitude of opportunities available within this dynamic and flourishing sector, there exists a conspicuous lack of useful information regarding crucial staff career considerations and potential pathways for advancement.

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