INTI INTERNATIONAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

EMPLOYEE CAREER PLATEAU IN SHANXI, CHINA

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Abstract

With the rapid development of economy, complicated environment and increasingly fierce competition. Human resource is becoming the top important resource of companies, which is so important for us to understand and solve the employees' career plateau. Career plateau is a —staticǁ stage on the career development where work content, responsibility, challenge, and job pressure is relatively static and terminated in individual vocational development. Many types of research have proved that career plateau has a series of negative effects on the development of both employees and the organization. But the existing researches do few on studying the mechanism of action how career plateau is affected. Furthermore, most career plateau influential factor analysis, especially individual factor analysis, remains on the stage of qualitative research. Quantitative research is much less.

Having a good understanding of the influential factor and mechanism of action of career plateau is so important if we want to solve career plateau phenomenon. However, in different human resource management practice, employees' proactive personality and career adaptability may have a different effect on the career plateau. As a result, this study，propose a model in which proactive personality influence on career plateau. We are trying to use this model to find out the influence that proactive personality and career adaptability have on career plateau, to discuss the mediating role that career adaptability plays between proactive personality and career plateau. Also, the influence of human resource management practice has is also included. People who have a job and still do the job has been chosen as the research object in this study. We used questionnaires to collect the data and have got 332 valid samples eventually. Then SPSS 22.0 has been used to do descriptive statistics, correlation analysis, reliability analysis, regression analysis for data analysis.

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LIST OF ABBREVIATIONS

IV: Independent Variable

DV: Dependent Variable

HRM: Human Resource Management

ANOVA: Analysis of Variance

RQ: Research Question

RO: Research Objective

H (1,2,3): Hypothesis(1,2,3)

CHAPTER 1: INTRODUCTION

1.0 Overview

This chapter introduces the background of this study, discusses the problem statement that leads to the research objectives and research questions, and the significance of the research to academia. The limitations of this study are discussed, followed by the scope of the study and the definition of key concepts.

1.1 Background

With the globalization of the economy and the fierce competition, the company's internal and external environment has brought about great changes, and it has also had a profound impact on the career development of employees. On the one hand, the traditional career model is gradually turning into a borderless career development model (Baruch, 2004). The traditional career mode is organized as the main body to organize the management of employees' careers. However, in the face of the increasingly fierce internal and external competition environment in today's society, the organization of career management of employees is in trouble, so the career management of employees begins to depend on organizations, which are transformed into self-career management. On the other hand, the organizational structure has changed from a traditional pyramid to a flat (Jonathan, 2019). The traditional pyramid organization structure, the career path of employees is a single career development path. The biggest advantage of this channel is that employees clearly understand their career development path, but with the organizational structure reconstruction, management level with the reduction, employees have little chance of promotion in the organization. Many employees will find and feel that their career development is stagnant and stable at a certain point in time, and there is a ‘career plateau phenomenon’ (Ference, 1977).

The career plateau phenomenon felt by the employees of the company has also received more and more attention and attention from enterprises and scholars. Research on career plateau phenomena at home and abroad proves that both organizations and individuals have a negative impact due to career plateaus. For example, job and job satisfaction decline, organizational commitments decrease (Eby, 2006), unsatisfactory performance (Stout, 1988), High turnover rate (Hofstetter, 2014). The career plateau is traditionally seen as a state in which individuals are at a certain stage in their careers and are less likely to be further promoted (Ference, 1977). Then Feldman and Weitz et al. (1988) extended the concept of a career plateau from a perspective of responsibility, defining a career plateau as a career task, responsibility, or opportunity to obtain more challenging jobs. stage. This steady trend of individuals taking positive actions to influence the surrounding environment is called proactive personality (Bateman, 2000). Career resilience is a social psychology that individuals adjust themselves to various tasks and feelings (Savickas, 1997), showing the core competencies of individuals in their career development to cope with external challenges (Hou, 2012), which emphasizes the individual's adaptation to career transition and development, is an ability that can be cultivated.

1.2 Problem Statement

In today's society, the organizational environment is changing rapidly, the borderless career is developing rapidly, and the organizational environment and work are undergoing great changes. Employees need to respond to the various developmental obstacles facing their careers in a timely manner. There are several types of career plateaus, and in different human resource management practices, employee proactive personality and career adaptability are keys. Therefore, in the practice of human resource management, it has important practical significance for the management of proactive personality and career adaptability in the organization.

Today, factors affecting professional platforms have been explored in many studies, and this is a useful strategy to identify issues related to mitigating and resolving career plateaus. For example, research has confirmed that factors that have a certain impact on the career plateau have a tenure, education, personality, work center, guidance, support from outstanding colleagues, and respect for recognition (Hofstetter, 2014). We are still quite limited in the study of theoretical knowledge of factors affecting career plateaus, even though many people have done research, but most of the current literature ignores something that is very close to the career plateau. For example, a person's self-regulating mental state has a great effect on relieving the process of career plateaus and restoring positive attitudes toward work or professional responsibility (Hoffman, 2007), so personal factors and personality traits can serve as a new perspective on career plateau research. Based on the theory of career construction, this paper explores the mediating effect of career adaptability, and puts forward the model of proactive personality on career plateau and the impact of human resource management practice on career adaptability and career plateau.

In Shanxi Province of China, due to the restructuring of the organizational structure of the organization, the management level is reduced, and the opportunities for employees to be promoted in the organization are not great (Zhang, 2018). Many employees will find and feel that their career development is stagnant and stable at a certain point in time.

Therefore, it is important to find the factors that affect the career plateau, help the company to better manage employees, help individuals to do career planning, and improve professional confidence.

1.3 Research Questions and Objectives

This research aims to identify the factors influencing employee career plateau in Shanxi Province, China. Therefore, the research questions for the current study are as the followings:

RQ1: Does proactive personality will change employee career plateau in Shanxi Province, China?
RQ2: Does career adaptability will change employee career plateau in Shanxi Province, China?
RQ3: Does employee-aware human resource management practices will change employee career plateau in Shanxi Province, China?

1.4 Research Objectives

This research aims to identify the factors influencing employee career plateau in Shanxi Province, China. Therefore, the research objectives for the current study are as the followings:

RO1: To determine the relationship between proactive personality and employee career plateau in Shanxi Province, China.
RO2: To determine the relationship between career adaptability and employee career plateau in Shanxi Province, China.
RO3: To determine the relationship between employee-aware human resource management and employee career plateau in Shanxi Province, China.

1.5 Significance of the Study

The theoretical significance

First, on the basis of empirical data, the exploratory analysis of the relationship between proactive personality and career plateau provides empirical support for

the theoretical relationship between proactive personality and career plateau, and enriches the content of career plateau and proactive personality. Secondly, by studying the mechanism of career resilience as a mediator variable, it has enriched the research on the influencing factors of career plateau.

The practical significance

From a practical point of view, organizational managers and employees can find information that has positive and guiding value for themselves in the study of proactive personality, career adaptability and career plateau relations, and the role of human resource management practices.

First, the effectiveness of organizational recruitment and selection is guaranteed and can help organizations manage their careers, and helps employees to manage their careers. Through empirical research, it is clear that the influence of proactive personality and career adaptability on the career plateau of employees. It is clear that which types of employees are less prone to career plateaus and can provide guidance for companies to recruit, motivate and retain employees. Personality is an important factor affecting the career plateau. Initiatives will strive to seek opportunities, solve obstacles in career development, and achieve personal values and organizational goals. Therefore, in the recruitment and selection process of the organization, the staff of the corresponding style can be selectively selected. For the core employees within the organization, according to the characteristics of personality, through effective human resource management practices to help them do a good career planning, successfully through the career bottleneck period.

Second, for individuals, they can actively improve their career adaptability, strengthen their understanding and exploration of the professional environment, do a good job in career planning, improve their career confidence level, and

weaken the career plateau.

1.6 Scope of the Study

The research in this paper is mainly aimed at the proactive personality model of the career plateau. The conclusion is drawn by investigating Chinese companies. Human resource management practice, as a regulating factor of proactive personality, affects the career plateau through career adaptability. How proactive personality affects the internal mechanisms of career. Descriptive statistics, correlation analysis, reliability analysis, validity testing, and data regression analysis were performed using SPSS. This study used a quantitative research approach.

1.7 Operational Definition

This section provides operational definition of the key terms that are relevant in the study, as listed in Table 1.2.

Table 1.2 Key terms and definition

Key terms	Definition
Proactive personality	The concept of Proactive Personality was first proposed by Bateman and Crant (1993) defined the individual's initiative to influence the surrounding environment.
Career adaptability	Career Adaptability is a psychosocial resource that responds to a changing social environment and can help individuals achieve career development and outcomes

Human resource management practice	Human resource management practice refers to a series of means, policies, and systems that affect employee attitudes, behaviors, and performance under the guidance of human resource management theory (Huselid, 1995).
Career plateau	The concept of the career plateau was first proposed by Ference (1977) defined as a state in which an individual may not be promoted at some stage in his career.

1.8 Organization of Chapters

In this research, there has five chapters and each chapter is summarized as below:

Chapter 1: Introduction

In this chapter, introducing the background of the research and identifying the problem statement. It follows by research objectives and research questions for readers to know the direction of the research. The rest of the chapter states the significance, scope of research and the key operational definition for similar understanding.

Chapter 2: Literature Review

In this chapter reviewed the relevant literature from previous studies related to factors influencing employee career plateau. This chapter described the theories relevant to the variables used in the research, and identifies the theoretical framework and hypothesis statement.

Chapter 3: Methodology

In this chapter outline the methodology of the research processes, include research design, unit of analysis, sampling design, sampling size and questionnaire design. Next describing the pilot test and preliminary test, measurement tools that will be used in this research.

Chapter 4: Data Analysis

In this chapter analyzed the data collected, explained the research findings and providing supporting evidences from the research.

Chapter 5: Conclusion

In this chapter formed recommendations for future research, personal reflection, limitations and overall conclusion of this research.

CHAPTER 2: LITERATURE REVIEW

2.1 Overview

This chapter introduced the literature on factors influencing employee career plateau in Shanxi, China. At the beginning of this chapter will review the career plateau, and the selected factors, followed by the relationship of these variables. The conceptual framework show the relationship between the independent variables and dependent variable.

2.2 Career Plateau

The study of the career plateau phenomenon began in the 1970s and gradually became a very important research content in career management. The concept of the career plateau was first proposed by Ference (1977), who regards the career plateau as a state in which an individual may not be promoted at some stage in his career. Veiga (1981) supplemented Ference's concept of career plateaus based on a flow perspective, arguing that career plateaus should be individuals who are not in a career vertical position and are not able to move horizontally because they are in a position for a long time.

For the early research of the career plateau, scholars mainly focused on promotion and mobility, while Felaman and Wetiz (1998) defined the concept of career plateau from the aspect of responsibility. A career stage that is less likely to take on more tasks, responsibilities, or opportunities for more challenging work. Some employees have been promoted in their positions, but the related affairs have been reduced. This is the so-called "light up and down". Some scholars have defined the concept of career plateau from a subjective aspect (Crokford, 2001). They define career plateau as a subjective feeling of the individual's current state of career development, which others cannot perceive and know. Weng Qingxiong (2011) believes that the career plateau is a special

situation in occupational growth, and the study of the career plateau focuses on the stagnation of employee promotion and mobility.

Table 2.1: Dimensional division of career plateau

Dimension	Author	Years	Factor
Single dimension	Tremblay	1993	Career plateau
	Lee	2003	
Two-dimensional	Ference	1977	Personal plateau, tissue plateau
	Milliman	1992	Work content plateau, level plateau
Three-dimensional	Near	1980	Organizing plateaus, cultural plateaus, living plateaus
	Bardwick	1986	Content plateau, structural plateau, personal plateau
	Yu chen	2006	Structural plateau, content plateau and living plateau
	Xie Baoguo	2008	Content plateau, hierarchical plateau, centralized plateau
	Chen Yian	2009	Structure plateau, work content plateau, individual subject plateau
Four dimensions	Joseph	1996	Structural plateau, content plateau, personal choice, job skills
	Dou Dongquan	2007	Middle plateau, level plateau, grade plateau and content plateau
	Lin Changhua	2010	Content plateau, trending plateau, motive plateau and hierarchical plateau

The general view of the career plateau is that the career plateau is an individual lacking career change, and it is a relatively stagnant state of responsibility and challenge in career development. Not everyone has to go through a career plateau. In this paper, the concept of the career plateau is defined as the “stagnancy” of the state of professional development, which is a stage of challenge and stress in the process of personal growth, which is relatively static or terminates in the actual position and responsibility.

2.3 Specific Concepts

There are three independent variables which this study is interested to investigate whether is there a significant relationship with the dependent variable.

2.3.1 Proactive Personality

The concept of Proactive Personality was first proposed by Bateman and Crant (1993) in the study and discussion of the proactive structure in the organization. They defined the proactive personality as the individual's initiative to influence the surrounding environment. A tendency to stabilize. This in fact means that proactive individuals will actively explore opportunities, demonstrate their initiative, take action, and stick to it until they achieve their goals through change (Harvey, 2006).

Individuals with proactive personality are not constrained by contextual factors, and they affect environmental changes. The Campbell (2000) study summarizes the five core characteristics that a proactive personality individual should demonstrate: 1 having sufficient expertise and skills and problem-solving skills to help them perform their jobs and produce high performance for the organization; 2 have good leadership and interpersonal skills; 3 organizational commitment and responsibility is very strong; 4 can be aggressive, will actively participate in

the work, subjective initiative, can make independent judgments on the problem; 5 honest. Initiative personality has some connections with the Big Five personality we know, but there are some differences. In Major's (2006) study, it is concluded that proactive personality has a positive impact on the due diligence and extroversion in the Big Five personality. Proactive personality is not related to openness, neuroticism, and easygoing. Compared with the Big Five personality, the proactive personality predicts the individual work performance more significantly than the Big Five personality.

Thus, it proves that proactive personality is a special personality trait that is not possessed by other personality theories. There are obvious differences between active individuals and inactive individuals. Active individuals will take proactive measures to identify opportunities and change the environment to pursue change. In contrast, involuntary individuals simply choose to respond negatively to the surrounding environment and sit still (Bateman, 2000). The concept of proactive personality in this paper mainly adopts the viewpoints of Bateman and Grant, that is, proactive personality is the main factor that determines individual initiative and forward-looking behavior, and it is a stable personality tendency of individuals to take active actions to influence the surrounding environment.

2.3.2 Career Adaptability

Career Adaptability is a psychosocial resource that responds to a changing social environment and can help individuals achieve career development and outcomes. In recent years, it has gradually become the focus of attention in the field of career psychology at home and abroad. But the concept of career adaptability is currently not agreed. Career Adaptability was first produced in a continuous revision with Super's theory of career maturity. Super and Knasel (1981)'s view of career adaptability is the message and view that should be addressed in response to changes in work content and work scenarios. Pratzner

and Ashley (1985) argue that career adaptability refers to the ability to adapt to job requirements and to transform vocational skills to meet individual needs; this means that individuals need to adjust to changes in the environment, including improving the internal and external environment. Changes in the environment.

Goodman (1994) understands the concept of career adaptability as the individual's continuous and successful transition between different career stages, or the ability to balance their work and the surrounding environment. Savickas (1997) combines Super's scope of life with career adaptability, based on the theory of living space, pointing out that career adaptability is a core competence that can help individuals integrate the various roles they face during their career development. This makes career resilience a level of preparation for the individual, in the face of predictable career tasks, career roles, and in the face of unforeseen career changes or career situations. Different levels of level can affect an individual's career development. Rottinghaus et al. (2005) argue that career adaptability is an ability of individuals to adapt themselves to career changes, which is based on the individual's own perspective. Zhao Xiaoyun (2010) believes that career adaptability has three characteristics, namely, it can cultivate and promote individual advancement and individual and environment interaction. This is the ability of individuals to prepare for coping with changes in career roles and to maintain balance after role changes. Yu Haibo et al. (2013) believe that career adaptability has three advantages: First, career construction theory is the theoretical basis of career adaptability.

Career construction theory is the embodiment of social construction in the field of career, and also a new way of understanding career development. Second, career adaptability is significantly different from general personality traits and professional exploration behavior. It is between the two. A psychological characteristic; third, career adaptability is the key to personal long-term career

development, adapt to changes in the professional environment and self-career management, in line with the complex and changing characteristics of the career. From the above scholars' perspective on career adaptability, we can see that career adaptability focuses on the interaction between individuals and their living environment and the immature problems they face. This view is in line with today's complex and changing social forms. Therefore, career adaptability refers to the ability of individuals to cope with and maintain a balance in their career roles.

2.3.3 Human Resource Management Practice

Human resource management practice refers to a series of means, policies, and systems that affect employee attitudes, behaviors, and performance under the guidance of human resource management theory (Huselid, 1995). Human resource management practices are highly regarded by organizations and employees. Researchers at home and abroad have put forward high commitment to human resource management practices (Mac, 1995) and supportive human resource management (Chen, 2010), developmental human resource management practices (He Huitao, 2011), high-performance human resource management practices (Peng Juan, 2016), employee-aware human resource management Practice (Guzzo, 1994) and so on.

At the organizational level, human resource management practices are seen as a source of business income (Mathis & Jackson, 2004). This is because human resource management practices, such as compensation, organizations can provide competitive compensation to attract and retain professional talent, promotion can provide opportunities for career development, and training and development can develop and develop potential employees. Taking on more important tasks is seen as a basic strategy to ensure that the organization's talented employees help increase organizational productivity.

Armstrong-Stassen & Cameron (2005) considers human resource management practices from an employee's perspective as an organization's efforts to support their career development. Therefore, this paper defines human resource management practices as employee-aware human resource management practices (Den Hartog, 2013), which mainly includes training, superior support, performance, promotion, and other human resource management practices related to employee career development.

2.4 The Key Theories

There are many theories that can use in the study of career plateau, one of the theories is Career Construction Theory. For personality part, use I-ADAPT Theory in the research.

2.4.1 Career Construction Theory

Career Construction Theory was officially proposed by American professor Savickas in 2002. Career construction theory explores how individuals build their careers through a range of meaningful professional behaviors and work experiences (Savickas, 2005). The philosophical perspective of career construction is Personal Constructivism, Social Constructionism, and Post-Modernity. Career construction theory includes three aspects: Career Adaptability, Vocational Personality Types, and Life Theme.

Career resilience means that in the face of career problems and career changes, individuals can solve and adapt with certain attitudes, beliefs and abilities; and will adopt specific methods and strategies to integrate career self-concepts and job roles. Savickas (2005) points out that career resilience consists of four dimensions: career control, career focus, career curiosity, and career self-confidence. Individuals with career resilience will pay attention to their career prospects, be able to better master their career prospects, explore their

own and future situations, and have confidence in their career development and realization. Since career construction is a subjective, private, and unique process of progressive advancement, individual professional personality should involve factors such as the ability, needs, values, and interests associated with the professional self-concept, which affect the process of individual career construction.

The theme of life is an important part of career construction. The theme of life supports individuals to reflect their values and capabilities by establishing and integrating subjective and objective world connections and concrete work experience (Savickas, 2013). This is different from previous hopes. Find the right people to shape career success and job satisfaction. Adaptation motivation is the intrinsic motivation of resilience, which is manifested in personality, values, specific goal orientation, preference, self-awareness and so on. Individuals with strong motivations can actively embrace and adapt to changes in the external environment because they have a more open mind. Individual subjective and contextual factors constrain career resilience, and career resilience as a source of psychological capital (Zhao Xiaoyun, 2010) enables individuals to develop specific behavioral or behavioral tendencies, such as proactive career planning and career exploration (Liniauskaite, 2014) or organizational social behavior (Taber, 2015), etc. Finally, the results of career construction reflect the degree and state of relative adaptation of individuals in their career stages.

2.4.2 I-ADAPT theory

The I-ADAPT theory is proposed by Ployhart and Bliese (2006) based on the experience of adaptive research. I-ADAPT plays a partial or complete intermediary role in the relationship between knowledge, personality, ability and other performance. The career adaptability is I- The application of ADAPT in the field of career.

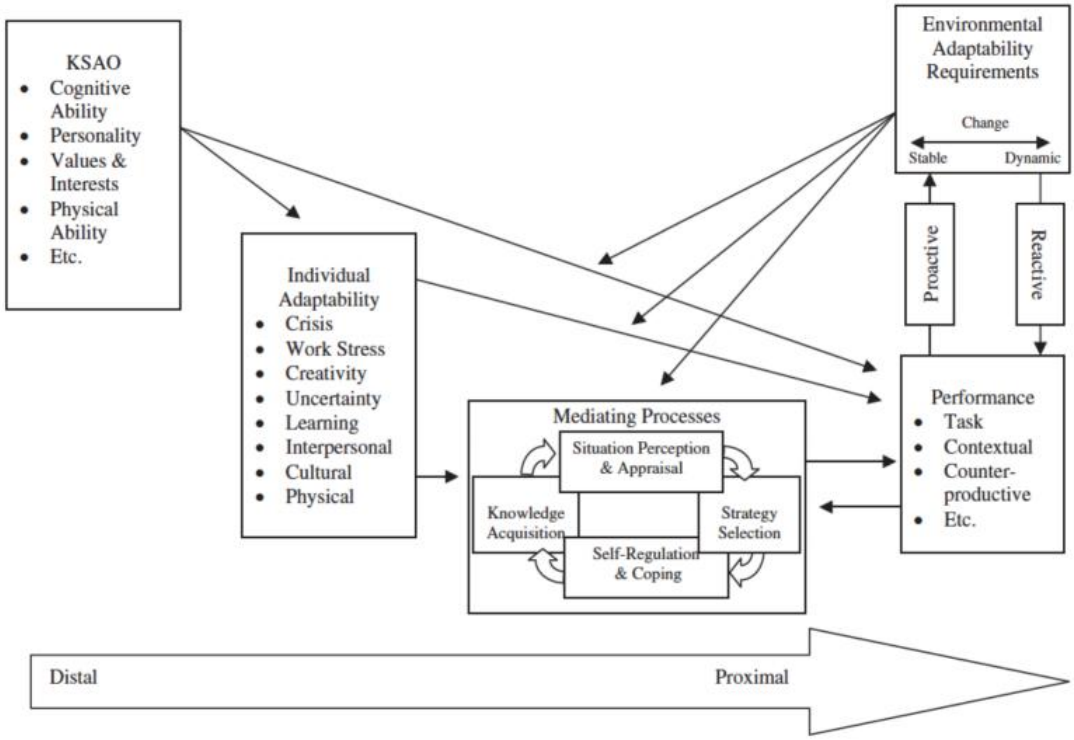

Figure 2.1 I-ADAPT model of Adaptive Performance from Ployhart & Bliese (2006)

The I-ADAPT theoretical model places variables such as KSAOs (knowledge, skills, abilities, and personality characteristics), I-ADAPT, mediation processes, and performance outcomes on a remote-proximal continuum. Distal variables (KSAOs) are not easy to change with experience and context changes, and are relatively stable trait variables; near-end variables (performance, mediation factors, etc.) are relatively dynamic and susceptible to environmental influences.

I-ADAPT consists of eight dimensions: creativity, crisis management, work stress response, learning adaptability, cultural resilience, and handling uncertainty, and these components do not change with changes in background and environment. From the far-end variable is the only basic factor that directly affects individual resilience, KSAOs have different effects on each dimension of

I-ADAPT. The mediation process plays a role in the continuous and dynamic process of mediator variables. That is, the combination of situational awareness and evaluation, strategy selection, self-regulation and response, and knowledge acquisition have a direct impact on individual performance, but the effect is affected. The direction and size may change over time and from the scene.

2.5 Conceptual Framework

From the above literature reviews, the conceptual framework of this study has been showed as below.

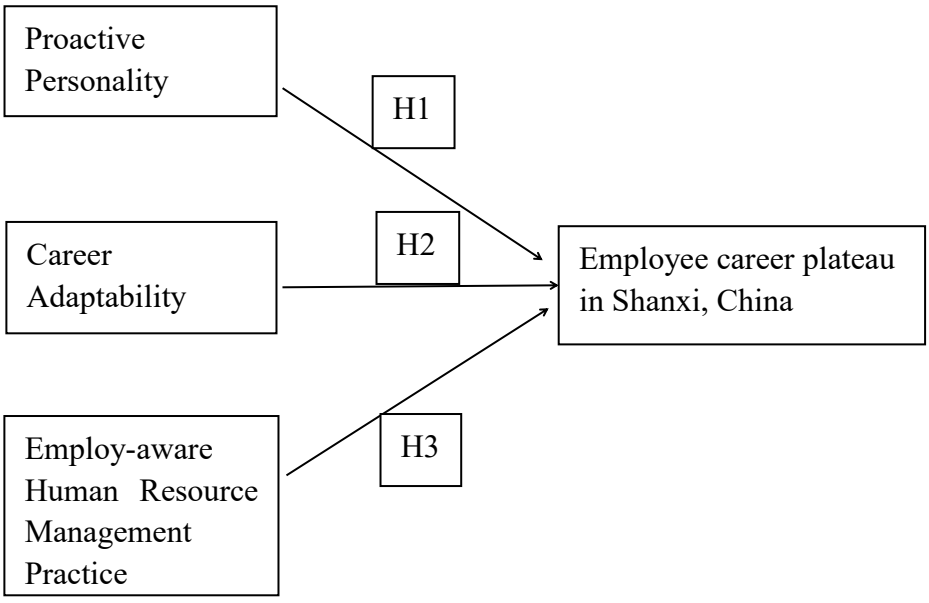

Figure 2.2 The Conceptual Framework

In Figure 2.2, the conceptual framework comprised of three independent variables (Proactive Personality, Career Adaptability and Employ-aware Human Resource Management Practice) and one dependent variable (Employee career plateau in Shanxi, China). The purpose of the research is to identify the relationship between the three influencing factors in employee career plateau in Shanxi, China.

2.6 The Research Hypothesis

There are three research hypothesis for this research as listed below:

H1: Proactive personality positively influences employee career plateau in Shanxi.

H2: Career adaptability positively influences employee career plateau in Shanxi.

H3: Employee-aware human resource management practices positively influence employee career plateau in Shanxi.

2.7 Conclusion

In this chapter, through the past literature on variables that this areas will be studied further to identify the influence on employee career plateau in Shanxi, China. The conceptual framework and hypothesis statements are pointed. The following chapters will describe the methodology in the research.

CHAPTER 3: METHODOLOGY

3.0 Overview

In this section plot the system of the exploration forms for motivation behind testing on the theories. Quantitative, elucidating and connection configuration are the premise of this exploration. People are the unit of investigation and survey will be gathered once from the people utilizing likelihood examining. Survey is structured dependent on adjustment from different sources. Pilot and starter test utilizing Factor Analysis and Reliability test strategy are sketched out for expulsion of questionable information before continuing with the examination test utilizing Multiple Regression and One-Way ANOVA technique. Rundown of information examination instrument is added in this part plotting the capacity and standard guideline for each test.

3.1 Research Design

A research design is a plan to choose the system, methods, methodology, and inspecting plans utilized in information gathering, information breaking down and information understanding so as to get answers to the research questions (Sekaran and Bougie, 2016). It is the outline for satisfying the exploration targets and addressing the research questions. There are numerous sorts of research structure and the decision are relying upon the exploration questions (Walliman, 2011), and as per Cooper and Schindler (2014) this ought to be portrayed and arranged appropriately so as to create solid yield that enable the scientist to accomplish the research destinations and answer the research questions.

This research connected the quantitative way to deal with examine the research system so as to deliver solid yield. As per Zikmund et al. (2013), the quantitative methodology estimates respondents' conduct, information, conclusions, or mentalities and it can take care of issues in business and the board condition by

utilizing coded, sorted, and information that got from respondents which diminished to numbers with the goal that specialists may dissect it effectively utilizing scientific and factual system. The whole research plan of this examination is outlined in Figure 3.1.

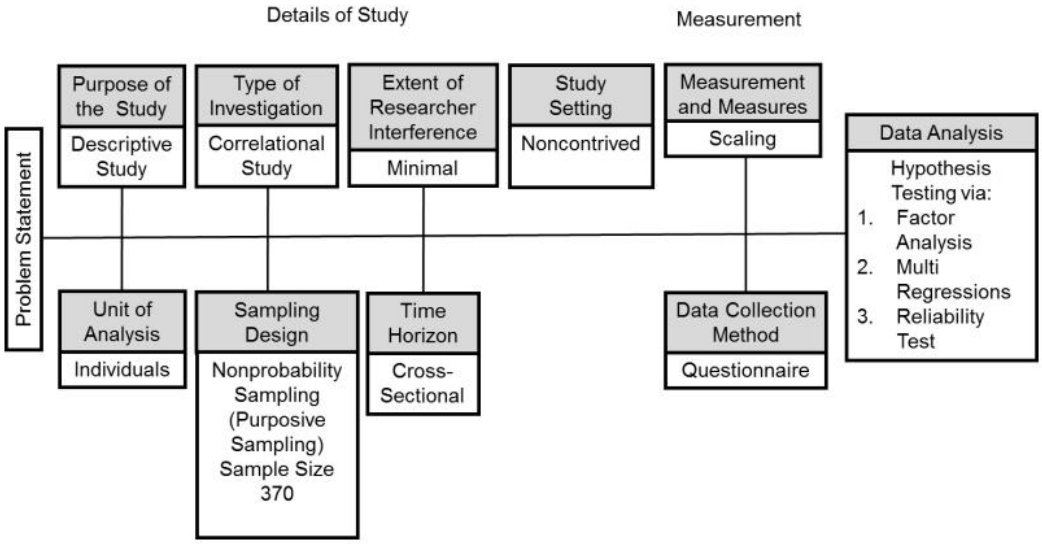

Figure 3.1 Research Design

3.2 Unit of Analysis

The study used online questionnaires and paper questionnaires to collect data. 400 questionnaires were distributed in this survey. The sample sources were from Shanxi province of China. Data analysis via SPSS. Simple random sampling due to time and location constraints.

3.3 Sampling Design

Sampling is the methodology of choosing the proper example size of the populace so as to contemplate and comprehend its qualities. As indicated by Cooper and Schindler (2014), a few contemplations, for example, the objective populace, testing outline, the size of the example, parameters of enthusiasm just as an appropriate examining technique ought to be incorporated into an inspecting structure. As per Sekaran and Bougie (2016), there are two

noteworthy kinds of inspecting plan, specifically likelihood and nonprobability examining, and every ha distinctive testing methodologies. A Sampling configuration is picked dependent on the favored generalizability of the exploration, the reason for the examination, and different assets.

Probability sampling incorporates basic irregular sampling and complex arbitrary sampling that normally required an inspecting outline that comprised of those people who stand an opportunity to be incorporated among those chose in an example choice strategy (Adwok, 2015). Despite the fact that likelihood examining has more prominent generalizability and opportunity from predisposition contrasted with non-likelihood inspecting, as indicated by Cooper and Schindler (2014), likelihood testing is less plausible because of the examination populace may not be accessible contrasted with non-likelihood examining which is broadly utilized because of its common sense and cost sparing.

Subsequently, this exploration will utilize non-probability sampling. non-probability sampling incorporates accommodation, purposive and snowball inspecting. In non-probability sampling plans, the populace was picked emotionally instead of haphazardly (Cooper and Schindler, 2014), in this manner, the discoveries from the examination of the example can't be summed up to the whole populace (Sekaran and Bougie, 2016). Purposive judgment testing is picked as the inspecting methods in this examination importance to get data from a particular objective gathering who meet the prerequisites set by the scientists so as to find the right respondents to give precise information to the exploration (Cooper and Schindler, 2014)

3.4 Population and Sample Size

Sample size is the number of respondents being considered in an exploration

(Malhotra and Peterson, 2006). Assurance of the example size should be possible utilizing the table by Krejcie and Morgan (1970). In light of the table, the populace size 'N' will decide the required example size 'S'.

In this examination study, the populace size is 2.4 million. In that capacity, as per Krejcie and Morgan (1970), the base example size 'S' required is 332.

In light of the presumption that the reaction rate at 75%, a sum of 400 number of polls will be appropriated for this examination.

3.5 Questionnaire Design

In conjunction with the research needs, the study measurement scale for each variable is selected as follows:

Proactive Personality Scale: Referring to the proactive personality scale compiled by Shang Jiayin (2009), there are 5 items. The scale uses the Likert five-point measurement method, and all items are positively scored.

Career Adaptation Power Table: Refer to the career adaptation power table compiled by Hou (2012) for a total of 5 items. The scale uses the Likert five-point measurement method, and all items are positively scored.

Career Plateau Scale: Refer to the career plateau scale compiled by Xie Baoguo (2008), The scale uses the Likert five-point measurement method.

Human Resource Management Practice Scale: Refer to the employee-perceived human resource management practice scale prepared by Den Hartog et al. (2013). The scale uses Likert Five-point measurement method, all items are positive scores.

Table 3.1: Summary for Questionnaire Adoption

Section	Items	No. of Questions	References
Independent Variables	Proactive personality	5	Shang (2009)
	Career adaptability	5	Hou (2012)
	Employ-aware Human resource management practice	5	Den (2013)
Dependent Variable	Employee career plateau in Shanxi, China	5	Xie (2008)

3.6 Pilot Test

In the early period of information accumulation, pilot test is directed to check for legitimacy with respect to guaranteeing that the poll guidelines, articulations and scale things are surely known by the respondents with the end goal for them to react properly and totally (Pallant, 2011). It is typically led on a little example size to recognize whether there are shortcomings in structure and instrumentation, to give a lot of intermediary information for determination of a likelihood test so as to guarantee the accomplishment of the full-scale inquire about (Zikmund et al., 2013; Cooper and Schindler, 2014). As per Bui (2014), pilot test is a decent practice to build the examination legitimacy. Both Hill (1998) and Perneger et al. (2014) suggested that an example size of aminimum 30 respondents is adequate for pilot study because of the way that such numbers is fit to give effortlessness and ready to test theories so as to reveal issues in the

examination. Consequently, so as to test the legitimacy of strategies and nature of the reactions, online poll was conveyed to 33 workers in Shanxi, China, and unwavering quality examination was directed on the information gathered. The pilot test outcome will fill in as a manual for refine the announcements in the poll, if important, preceding the full scale study so as to guarantee the legitimacy and unwavering quality of the instrument so as to gather information with negligible mistake.

3.6.1 Reliability Test

Sekaran and Bougie (2016) characterized unwavering quality (interior consistency) as the level of trustworthiness, which the information got is sans mistake and gives consistency to gauge the build crosswise over time and different things in the estimation instruments, demonstrating the solidness and consistency of the instrument utilized and assesses the "decency" of a measure. As indicated by Cooper and Schindler (2014), each time the estimation led to every respondent ought to reliably comparable in the reactions to reflect how firmly a lot of things are connected as a gathering. The less blunders found in the estimation, the more noteworthy the dependability and the other way around, consequently, unwavering quality is a significant factor adding to legitimacy (Heale and Twycross, 2015).In dependability investigation, Cronbach's alpha is a coefficient, which is usually utilized proportion of interior consistency that range somewhere in the range of 0 and 1, and the dependability score of 0.7 or more noteworthy is adequate (Heale and Twycross, 2015). The higher the Cronbach's alpha coefficient, the more solid the estimation. As indicated by Nunnally (1978), and Kerlinger and Lee (2000), the Cronbach's alpha coefficient that is more than 0.50 is worthy, except if the build is a mental develop, at that point a lower Cronbach's alpha coefficient is satisfactory because of the assorted variety of the develops being estimated (Kline, 1999). Hinton et al. (2014) presented four scopes of unwavering quality, which incorporates superb dependability (0.90 or

more), high unwavering quality (0.70-0.90), moderate unwavering quality (0.50-0.70) and low unwavering quality (0.50 and underneath).

3.6.2 Factor Analysis

Factor examination is a strategy used to find the examples among the factors to decide whether a fundamental blend of countless unique factors can diminish into less quantities of an interpretable and reasonable arrangement of elements (Sekaran, 2016; Zikmund et al., 2013). It is a perfect association and a multivariate technique for business research and as a rule being done to affirm the legitimacy of the estimating instruments (Cooper and Schindler, 2014). Hair et al. (2010) characterized legitimacy as the degree to which an examination instrument estimates an idea of intrigue absolutely and precisely. Factor investigation can be either exploratory factor examination (EFA) – when the precise number of elements might be available in a lot of factors is questionable, or corroborative factor examination (CFA) – when there is strong hypothetical expectation in regards to the figure structure terms of the quantity of components and which the factors interconnectto each other factor (Zikmund et al. (2013).

3.7 Mesurement

There are different estimation apparatuses to do test and investigation of information gathered by analyst. For this examination, the estimation device utilized is Statistical Package Social Sciences (SPSS). After gathering of information, SPSS program can perform Factor Analysis, Descriptive examination, One Way Analysis of Variance (ANOVA), bunch investigation and straight out information examination (Sekaran and Bougie, 2016). The test and examination are isolated into three (3) sections: Preliminary test, Descriptive investigation and Hypotheses test.

3.7.1 Preliminary Test

In preliminary test, the Factor Analysis and Reliability test are done dependent on full information following the consummation of pilot test. Correspondingly, process Factor Analysis is an essential test to Reliability test (Zikmund et al, 2013). The full information gathered would experience KMO Bartlett's trial of Sphericity to character the importance of information, whereby improper elements required to be disposed of before playing out the consequent tests (Kumar et al., 2010). The estimation for KMO Bartlett's trial of Sphericity is dictated by Measure of Sampling Adequacy (MSA) and the scope of MSA worth falls somewhere in the range of 0 and 1. Higher estimation of MSA demonstrates higher pertinence of the elements in the exploration study (Hair et al., 2014).

The MSA worth must fall more than 0.6 for each factor to be considered as suitable and important for the resulting tests, while any factor with MSA esteem underneath 0.6 will be disposed of (Zikmund et al., 2013). Utilizing Principal Component Analysis (PCA) strategy, extraction must be done on every free factor and furthermore independently done onward variable. From the extraction result, the factor stacking esteem which is alluded to as Communality worth and such worth must be more than 0.5 (Babin and Zikmund, 2015). In this way, with the Communality esteem more than 0.5, it is fitting and pertinent to continue with the estimations for further examination. Something else, Communality esteem that is under 0.5 will be disposed of from further examination. Further to the extraction, Eigenvalue that is beyond what 1 can be kept for further examination (Cooper and Schindler, 2013), generally should be disposed of.

Dependability test is the following test to be led after Factor Analysis test. The unwavering quality test would test the inside consistency of estimation that shows the same result under a similar circumstance (Sekaran and Bougie, 2016).

The estimation for dependability test is dictated by Cronbach's alpha worth, whereby the worthy range is between 0.70 to 0.90 (Hair et al., 2014). In the event that the things estimated are more than 0.7, at that point, the model is solid and suitable for resulting investigation. The unwavering quality test will be kept running on every free factor and furthermore independently onward variable.

3.6.2 Demographic Analysis

Demographic data gathered from respondents is broke down utilizing Descriptive investigation. Data will be gathered for this examination as statistic data are age, family unit pay, and conjugal status.

3.6.3 Hypothesis Analysis

Hypotheses testing utilizing Multiple Regression investigation and One-Way ANOVA will be performed in this exploration. The reason for theories test is to decide the connection between at least two factors with the target to test an announcement, either dismiss or acknowledge speculations utilizing intelligent methodology (Yockey, 2011). Numerous Regression investigation is to test the connection between the free factors and ward variable. In this investigation, R2 being the coefficient of determinant is the worth that decide the decency of attack of the model, whereby R2must be more than 0.5 to be viewed as fit. Something else, the model isn't fit for this exploration (Sekaran and Bougie, 2016).

One Way ANOVA is a test for assurance of the hugeness of contrast between the mean estimation of at least two autonomous gatherings. The essentialness of connection between's the factors is resolved utilizing p-worth and p-esteem will be under 0.05 (Sekaran and Bougie, 2016). The beta coefficient worth decides the quality of impact of every autonomous variable on the reliant variable. The higher the estimation of coefficient of a free factor, the higher the

impact of this autonomous variable on the needy variable (Sekaran and Bougie, 2016).

3.8 Conclusion

The exploration strategy has been recognized in this part to suit this inquire about subject utilizing quantitative, enlightening and connection plan. An efficient research can continue to the following stage dependent on the necessity set in this section covering a few regions on picked populace, test sizes, survey plan, pilot test, primer test and estimation instruments.

CHAPTER 4: RESEARCH FINDING

4.0 Overview

The research in this part shows the discoveries dependent on the procedures and methodology of the exploration in the wake of acquiring the sample data. The measurement tool used is the Statistical Package Social Sciences (SPSS) to present the analysis. Pilot test and preliminary test outcomes are exhibited to decide the suitability and reliability of information gathered. After gathering the prerequisite of test criteria in factor stacking pursued by the reliability test, the information is then used to continue with the hypotheses testing utilizing multiple regression, one-way ANOVA and beta coefficient to clarify the acceptance or rejection of research hypotheses.

4.1 Pilot Test

A total of 10% of test size as decided in research methodology is gathered earlier continuing with the full size of data collection for the examination in the investigation. In view of the sample size is 332, the number of respondents for this pilot test would be 33. The accumulation of information from respondents in this pilot test was utilized to run the Factor Analysis and Reliability test before the preliminary test dependent on the all-out required samples.

4.1.1 Factor Analysis

In factor analysis, the accomplishment of basic structure example is basic (Brown, 2009). Factor analysis is utilized to inspect whether the gathered information can decrease into fewer quantities of an interpretable and reasonable arrangement of factors (Sekaran, 2016; Zikmund et al., 2013). Henceforth, the substance legitimacy of this exploration was surveyed utilizing factor analysis through Kaiser-Meyer-Oikin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity.

As indicated by Tabachnick and Fidell (2007), the proposed least Kaiser-Meyer-Oikin (KMO) Measure of Sampling Adequacy record for a decent factor examination is 0.6, while Pallant (2011) recommended the satisfactory significant value for Bartlett's Test of Sphericity is $p < .05$. What's more, the communality value from the Communalities Table demonstrates the amount of the difference in each item can be clarified by the extracted components and the communality value must surpass 0.5 so as to continue for further investigation (Pallant, 2011). Any item with value that is under 0.500 show lower illustrative power contrasted with different items in its component ought to be removed (Sekaran, 2016; Zikmund et al., 2013). In this manner, CP5 was removed and factor analysis was re-tested.

The extraction method used in Factor Analysis is done on each independent variable and also separately done on dependent variable. The result of KMO and factor loadings are shown in Table 4.1 and 4.2.

Table 4.1: Factor Analysis Result for Pilot Test (for Dependent Variable)

Variable	**Items**	**Factor Loading**
Employee career plateau in Shanxi, China (CP)	CP1	0.833
	CP2	0.799
	CP3	0.848
	CP4	0.753
	CP5	0.467

KMO : 0.813

Barlett's Test of Sphericity : Approx. Chi-Square 119.599, df : 10, Sig.: 0.000

Table 4.1(a): Factor Analysis Result for Pilot Test (for Dependent Variable after removal of Item CP5)

Variable	**Items**	**Factor Loading**
Employee career plateau in Shanxi, China (CP)	CP1	0.858
	CP2	0.791
	CP3	0.898
	CP4	0.764
	CP5	-

KMO : 0.810

Barlett's Test of Sphericity : Approx. Chi-Square 106.254, df : 6, Sig.: 0.000

Table 4.2: Factor Analysis Result for Pilot Test (for Independent Variables)

Variables	**Items**	**Factor Loading**
Proactive personality (PP)	PP1	0.888
	PP2	0.929
	PP3	0.847
	PP4	0.861
	PP5	0.838
Career adaptability (CA)	CA1	0.788
	CA2	0.830
	CA3	0.873
	CA4	0.836
	CA5	0.819
Employ-aware Human resource management practice (EA)	EA1	0.868
	EA2	0.926
	EA3	0.915
	EA4	0.927

	EA5	0.894

KMO : 0.861

Barlett's Test of Sphericity : Approx. Chi-Square 598.679, df : 105, Sig.: 0.000

4.1.2 Reliability Test

Upon satisfying the factor analysis, reliability test will be done on the appropriate dependent and independent variables Reliability test would test the internal consistency of measurement that shows same outcome under the same situation (Sekaran & Bougie, 2016). The result of the reliability test for pilot test is shown in Table 4.3.

Table 4.3: Reliability Test Result for Pilot Test (for Dependent & Independent Variables after removal inappropriate 1 items from factor analysis)

Variables	**Items**	**Cronbach's Alpha Coefficient**
<u>Dependent Variable</u>		
Employee career plateau in Shanxi, China (CP)	4	0.931
<u>Independent Variables</u>		
Proactive personality (PP)	5	0.956
Career adaptability (CA)	5	0.941
Employ-aware Human resource management practice (EA)	5	0.968

Value of Cronbach's Alpha for dependent variable is within the acceptable range between 0.8 to 0.90 which is classified good internal consistency, whereas value of independent variables is above 0.90 and is considered excellent in internal

consistency. As such, all responses to the questionnaire are reliable and appropriate for subsequent analysis.

4.2 Demographic Profiles of Respondents

The overview of population and distribution for research are generated from the demographic information (Dierckx, 2013). The samples collected for this research represent closely the population in accordance with the Krejcie & Morgan (1970) table. In total, 332 responses were collected via online questionnaires Among the relevant demographic data collected are the age, gender, working years, position and education level. Table 4.4 and shows the frequency of these data.

Table 4.4: The Demographic Profile of the Respondents

Demographic Profile	**Frequency**	**Percentage (%)**
Gender		
Male	157	47.3
Female	175	52.7
Total	332	100.0
Age		
18-24 years old	129	38.9
25-34 years old	155	46.7
35-44 years old	36	10.8
45-54 years old	12	3.6
Total	332	100.0
Working Years		
0-2 years	87	26.2
3-5 years	133	40.1
6-10 years	85	25.6

above 10 years	27	8.1
Total	332	100.0
Position		
General staff	201	60.5
Grassroots management	25	7.5
Middle management	91	27.4
Senior management	15	4.5
Total	332	100.0
Education Level		
High School	45	13.6
Diploma	149	44.9
Degree	103	31.0
Master's Degree	35	10.5
Total	332	100.0

4.3 Preliminary Analyses

4.3.1 Factor Analysis

Based on the total responses of 332, the preliminary test on factor analysis is carried out separately on the dependent variable and independent variables. The result of KMO and factor loadings are shown in Table 4.5 and 4.6.

Table 4.5: Factor Analysis Result for Preliminary Test (for Dependent Variable)

Variable	**Items**	**Factor Loading**
Employee career plateau in Shanxi, China (CP)	CP1	0.857
	CP2	0.856
	CP3	0.913

	CP4	0.784

KMO : 0.828

Barlett's Test of Sphericity : Approx. Chi-Square 1297.180, df : 6, Sig.: 0.000

On the result for dependent variable, the KMO value of 0.784 is more than 0.6. In accordance with the MSA value as in Chapter 3, this value is acceptable and falls under 'Middling' indicating that there is relevancy of the dependent variable in the research study. On the communalities value, all items show a factor loading more than 0.5. Hence, dependent variable can be proceeded with reliability test.

Table 4.6: Factor Analysis Result for Preliminary Test (for Independent Variables)

Variables	**Items**	**Factor Loading**
Proactive personality (PP)	PP1	.902
	PP2	.931
	PP3	.829
	PP4	.878
	PP5	.854
Career adaptability (CA)	CA1	.819
	CA2	.882
	CA3	.872
	CA4	.870
	CA5	.822
Employ-aware Human resource management practice (EA)	EA1	.867
	EA2	.934
	EA3	.902
	EA4	.926
	EA5	.905

KMO : 0.857

Barlett's Test of Sphericity : Approx. Chi-Square 7963.517, df : 105, Sig.: 0.000

The KMO for all independent variables shows a value of 0.857 which is above 0.8 and the acceptance level is 'Meritorious'. On the communalities value, all items give value above 0.5. Hence, independent variables can proceed with a reliability test.

4.3.2 Reliability Test

Upon satisfying the factor analysis, reliability test is performed separately on the appropriate dependent and independent variables. The result of the reliability test for the pilot test is shown in Table 4.7.

Table 4.7: Reliability Test Result for Preliminary Test (for Dependent & Independent Variables)

Variables	**Items**	**Cronbach's Alpha Coefficient**
Dependent Variable		
Employee career plateau in Shanxi, China (CP)	4	0.852
Independent Variables		
Proactive personality (PP)	5	0.958
Career adaptability (CA)	5	0.949
Employ-aware Human resource management practice (EA)	5	0.968

4.3.3 Correlation Analysis

The Pearson Correlation Analysis of the collected data was presented in Table 4.8. It explained the strength and direction of the linear relationship between the dependent variable and independent variables. Pearson's (r) denoted as Pearson Correlation, often valued between -1 (perfect negative) and +1 (perfect positive) is used to measure the strength and direction between two variables while the positive and negative sign represents the direction of the relationship (Pallant, 2011; Cooper & Schindler, 2014; Saunders et al., 2015). When r-value is 0 means there is no relationship between two variables. The significance (2-tailed) indicated the statistical significance of the variables (Zikmund et al., 2013).

Table 4.8: Result of Pearson Correlation Analysis

Variables	Employee Career Plateau in Shanxi, China	
	Pearson Correlation (r)	**Significance (2-tailed)**
Proactive Personality	0.270	0.000
Career Adaptability	0.734	0.000
Employ-aware Human resource management practice	0.510	0.000
Correlation is significant at the 0.01 level (2-tailed)		

Based on Table 4.8, the independent variables, namely proactive personality, career adaptability and employ-aware human resource management practice had p=0.000 (p<0.05) indicated that proactive personality, career adaptability and Employ-aware human resource management practice had a statistically significant correlation respectively towards employee career plateau in Shanxi,

China. The Pearson's r-value of career adaptability (0.734) and Employ-aware human resource management practice (0.510) showed relatively weak correlations while proactive personality (0.285) showed a very weak correlation towards Employee career plateau in Shanxi, China.

4.4 Hypotheses Testing

From Table 4.9, model summary of the regression analysis for this research was presented. The R-value is 0.759, which indicates that the correlation between the dependent variable and independent variables is moderately strong. The R square value of 0.572 showed 57.2% of the employee career plateau in Shanxi, China could be explained by the variation in proactive personality, career adaptability and employ-aware human resource management practice and the remaining 42.7% of employee career plateau in Shanxi, China can be explained by the variation of other factors.

Table 4.9: Multiple Regression Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.759[a]	.576	.572	.51347	.576	148.698	3	328	.000	2.243

a. Predictors: (Constant), Total_EA, Total_PP, Total_CA

b. Dependent Variable: CP_no5

The ANOVA analysis of this research was shown in Table 4.10. It showed that there was a significant relationship between each of the independent variables and the dependent variable at a p-value less than 0.05 level of significance, indicating that the overall regression model of this research is significant as one or more independent variables are significant to dependent variable (Sekaran, 2016).

Table 4.10: ANOVAa

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.612	3	39.204	148.698	.000[b]
	Residual	86.476	328	.264		
	Total	204.088	331			

a. Dependent Variable: CP_no5

b. Predictors: (Constant), Total_EA, Total_PP, Total_CA

Each hypothesis developed for this research were tested and the analyzation of the relationship between dependent variable and independent variables was discussed by using the result obtained from the multiple regression analysis as shown in Table 4.11.

Table 4.11: Coefficientsa

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.768	.122		14.552	.000	1.529	2.007					
Total_PP	-.203	.040	-.256	-5.085	.000	-.282	-.125	.270	-.270	-.183	.508	1.968
Total_CA	.725	.047	.844	15.280	.000	.632	.818	.734	.645	.549	.424	2.361
Total_EA	.041	.049	.051	.822	.411	-.057	.138	.510	.045	.030	.329	3.036

a. Dependent Variable: CP_no5

The discussion and analyzation were presented as follows:

H1: Proactive personality have influences on employee career plateau in Shanxi.

The result of multiple regression analysis in Table 4.13 showed that proactive personality had a p-value of 0.000 which was lower than the p-value of

0.05 ($p<0.05$), indicated that there is a significant relationship between proactive personality and employee career plateau in Shanxi. In addition, a beta value of -0.256 indicated that proactive personality had a negative influence on employee career plateau in Shanxi. Hence, based on the findings from the analysis, there is sufficient evidence to support H1 thus it was rejected. However, the finding shows that proactive personality was perceived as an influencing factor towards employee career plateau in Shanxi, but negatively influences.

H2: Career adaptability positively influences employee career plateau in Shanxi.

Based on Table 4.13, the result revealed that career adaptability had a p-value of 0.000 which was less than the p-value of 0.05 ($p<0.05$). This indicated that there is a significant relationship between career adaptability and employee career plateau in Shanxi. In addition, a beta value of 0.844 indicated that career adaptability had a positive influence on employee career plateau in Shanxi. The result showed that the career adaptability as the strongest influencing factors to employee career plateau in Shanxi. Hence, based on the findings from the analysis, there is sufficient evidence to support H2 thus it was accepted. This finding shows that career adaptability was perceived as an influencing factor towards employee career plateau in Shanxi.

H3: Employee-aware human resource management practices positively influences employee career plateau in Shanxi.

From Table 4.13, employee-aware human resource management practices had a p-value of 0.411 which was greater than the p-value of 0.05 ($p>0.05$), thus, indicated that there is no significant relationship between employee-aware human resource management practices and employee career plateau in Shanxi. Hence, based on the findings from the analysis, there is insufficient evidence to support H3 thus it was rejected. This finding shows that employee-aware human

resource management practices was perceived as a non-influencing factor towards employee career plateau in Shanxi.

In summary, employee-aware human resource management practices variable shown in Table 4.13 to be having p-value greater than 0.05 ($p>0.05$) and were not significant predictors of employee career plateau in Shanxi. Variables proactive personality and career adaptability on the other hand were of significant predictors of employee career plateau in Shanxi with p-value less than 0.05 ($p<0.05$). The degree of each independent variable influences against the dependent variable was determined by the Beta (β) value and the independent variable that had the highest value were considered to be having the strongest relationship with the dependent variable. In Table 4.13, only career adaptability being the strongest predictors showed positive influence while proactive personality showed negative influences.

4.5 Summary of Findings

Based on the 33 samples, the original of 25 questionnaires comprised of 5 items related to the dependent variable (DV) and 15 items related to independent variables (IV) undergone the pilot test on factor analysis. There was 1item (CP5 under DV) discarded due to not meeting the requirement of factor loading. By discarding the 1 item, the reliability test is performed and meet the Cronbach's Alpha value of more than 0.7. Subsequently, in the preliminary test, only 19 items were used to perform the factor analysis for the 332 numbers of samples. The reliability test is performed and meet the Cronbach's Alpha value of more than 0.7. As such, the subsequent hypotheses test can only proceed with the remaining 19 items which are 4 items from DV and 15 items from IV. The summary of the key findings for this research is shown in Table 4.12:

Table 4.12: Summary of Key Findings

Hypothesis	**Result**
H1: Proactive personality positively influences employee career plateau in Shanxi.	Rejected
H2: Career adaptability positively influences employee career plateau in Shanxi.	Accepted
H3: Employee-aware human resource management practices positively influences employee career plateau in Shanxi.	Rejected

4.6 Conclusion

The research findings were performed in accordance with the research methodology outlined in Chapter 3. The pilot test was first started with factor analysis done separately on dependent and independent variables. In total, 1 item from the dependent variable was discarded from a total of 20 items. Balance of 19 items were then tested to be reliable using reliability test. Finally, 4 items from the dependent variable and 15 items from independent variables were used to proceed with multiple regression, one-way ANOVA and determination of beta coefficient for interpretation of hypotheses.

CHAPTER 5 CONCLUSION

5.0 Overview

This chapter presented the conclusion of this research based on the research findings in Chapter 4. In addition, the contributions of this research towards the academia, industry as well as the human resources management were also presented together with the recommendations. This chapter ended with the limitations of this research, the recommendations for further research and personal reflection.

5.1 Recommendation

Through the related literature review and empirical analysis, this study verifies the negative influence of proactive personality on the employee career plateau in Shanxi, China. The career adaptability plays a significant role in regulating the employee career plateau in Shanxi, China. In response to these research results, it provides relevant management practices for the future suggestions:

The organization must do a good job in human resource management practice

The career plateau will have many negative effects on employees and organizations. Doing a good job in human resource management practices has given great support to organizations and employees in solving career plateaus.

Selecting and cultivating employees with proactive personality. The proactive personality is a positive style, which will have a positive impact on the career resilience of employees, and negatively affect the career plateau of employees. Attention should be paid to the measurement and development of employee proactive personality. In the recruitment process, you can use the personality test, psychological assessment and interview methods to select candidates with higher proactive personality levels. In addition, enterprises should pay attention

to training and incentives, design corresponding career management models for employees with different proactive personality levels, and actively guide and train low-proactive personality employees, strengthen their proactive and adapt to the environment; Proactive personality employees should be given reasonable planning and incentives in terms of compensation, promotion and personal growth. In addition, managers should pay attention to and understand the psychological state of employees in a timely manner, and help employees actively face the dilemma of career development.

Improve the organization of career management system design and more targeted career development path, develop fairer and more fair promotion standards, improve the training system, attach importance to the cultivation of talents, and enable each employee to develop their talents in the organization. And advantages, giving employees more organizational support. Realizing the common development and progress of employees and organizations.

Improving the career adaptability of employees is an effective way to ease the career plateau

Proactive personality is closely related to all aspects of career development, and the role of proactive personality affects the career plateau through the intermediary role of career resilience. As a personality trait of employees, proactive personality is a valuable resource. When faced with the stagnation of professional development, employees should actively explore the environment, improve their adaptability to work and the environment, and through reasonable planning, Actively explore, find and seize opportunities to solve the problems and dilemmas facing professional development. For employees with high-level proactive personality, it is necessary to actively improve their career adaptability, not only to pay attention to their career development environment and opportunities, to actively plan their careers, but also to improve their execution

and control of the plan. Enhancing the confidence and courage in the face of difficulties and obstacles, in order to comprehensively improve career adaptability and ease the adverse effects of the professional plateau. For employees with low proactive personality levels, although they do not have such personality traits, they should also intentionally cultivate their own proactive, actively communicate with colleagues and leaders, improve their work ability and overall quality, and pay attention to surroundings.

5.2 Contributions

This paper studies the relationship between proactive personality, career adaptability, employee career plateau in Shanxi, China and employee-aware human resource management practices. There are three main contributions:

Firstly, in the literature review of the career plateau, it is found that the current research on career plateau in Shanxi, China mainly focuses on the results of the career plateau, such as the negative impact of career plateau on job satisfaction; The process research of the career plateau, especially the lack of relevant research on the factors affecting the career plateau and the mechanism of action. Therefore, this paper examines the relationship between proactive personality and career plateau from the perspective of career construction theory, makes up for the gaps in this field, and expands the content and framework of career construction theory.

Secondly, this article explains the relationship between proactive personality and career plateau from the perspective of career adaptability. It is an attempt that scholars have not done before, revealing the internal mechanism of how proactive personality affects the career plateau, and further opens up the "black box" between the factors and the career plateau.

Finally, explore the regulatory role of human resource management practices, verify and enrich the theoretical model of personal resilience. Personal resilience theory believes that factors such as personality can affect performance and other outcomes through personal resilience, and career resilience plays different roles in different environments. In a static environment, factors such as KSAOS (knowledge, skills, abilities, and personality characteristics) can directly affect performance (peripherals, tasks, anti-production behaviors, etc.); in a dynamic environment, KSAOS factors are partially or completely through career resilience. The intermediary role influences performance and other outcomes. Studying the human resource management practice as a regulating variable of the proactive personality's influence on the career plateau through the career adaptability, on the one hand enriching the theoretical model of individual adaptability, on the other hand, also discussing whether human resource management practice can play a role in influencing career adaptability. The environmental factors required for the role have expanded the application of personal resilience theory in practice.

5.3 Limitation

Although this paper has made some meaningful research results to some extent, there are still some limitations in some studies, which are shown in the following aspects:

The applicability of the measuring tool. In the selection of measurement tools, the selection of the scales in this paper draws on the scales used in the empirical research of various countries, and the revisions are revised. Although most of them are mature scales, and there are empirical studies used, and they have been tried to make them suitable for Chinese expressions, it is inevitable that there may be errors, and cultural differences may also affect the applicability of the scales.

The sample size is relatively small. Due to various conditions, the sample size collected in this study is not large enough. If a large sample size is collected for research, the final data analysis and research results may be more objective and accurate, and the research results are more convincing.

5.4 Further Study of Research

First, it is mainly based on the theory of career construction. In the future, it can be explored from multiple perspectives, such as social exchange theory and resource preservation theory, to explain the mechanism of the factors affecting the career plateau more reasonably.

Second, further study of the regulatory variables can introduce other regulatory variables to further reveal the internal mechanisms of career resilience and career plateaus, for example, personal and environmental matching, superior support, organizational commitment and other regulatory variables in the career resilience and the role of the career plateau plays.

5.5 Personal Reflection

This research has brought to me another experience on how research is done and value its difficulties that the scholarly world face to create good research. The sorting out of research process methodically has shown me another learning and to be fastidious in expressing words and proclamation as researchers ought not to be inclination and finish up without appropriate writing support. Plenty of readings of journals have upgraded my insight on the most proficient method to peruse research papers.

Lastly, this research helped me to improve my statistical analysis skills, including greater familiarization in using the SPSS statistical tool. By understanding the

different functions of the SPSS statistical tool, I had learned about how to perform the pilot test, reliability test, factor analysis, Pearson Correlation test, and multiple regression analysis. Besides, it helped me to understand the purpose of each of the statistical functions and enhance my ability to analyze the outcome of the statistical results.

5.6 Conclusion

This chapter concludes the discussion and recommendations following the research findings by an explanation on the outcome of the hypotheses with the relevant literature support and possible recommendations. Research objectives and research questions have been answered via the research hypotheses result. This research has its relevant contributions to academia and industry that can be further improved in future researches. In view of time and experience limitation, this research does not represent the overall situation of residential properties market.

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APPENDIX A: RESEARCH QUESTIONNAIRE

Dear participants,

You are invited to take part in this study. This is a research on employee career plateau in Shanxi, China.

This survey is divided into two parts with 25 questions, which is section A about respondent demographic – 5 questions; section B is about deep related questions -20 questions. The survey should only take 5-10 minutes to complete, and your responses are completely anonymous.

Kindly fill in the empty space and circle the answer. Thank you.

Yours Sincerely,

Lyu Xin

Section A

1.Your gender: A. Male B. Female

2. Your age: A. 18-24 years old B.25-34 years old C.35-44 years old D.45-54 years old

3. Your education: A. High school B. Diploma C. Degree D. Master's Degree

4. Your working years: A.0-2 years B.6-10 years C.above 10 years

5. Your position :

A.General staff B.Grassroots management C.Middle management D.Senior management

Section B

Please draw a "√" on the option that best suits your situation based on your own real feelings. 1 = Strong disagree, 2 = disagree, 3 = mediate, 4 = agree, 5 = strong agree.

No.	Proactive Personality	1	2	3	4	5
1	If I see others in difficulty, I will do my best to help.					
2	I am good at turning problems into opportunities.					
3	I am always looking for a better way of doing things.					
4	I will face it when I have a problem.					
5	I like to challenge the status quo					
No.	Career Adaptability	1	2	3	4	5
1	I will imagine what the future looks like.					
2	I realize that today's choice will determine my					

	future.					
3	I will be actively preparing for the future.					
4	I understand the direction of my studies and careers.					
5	I can achieve my goals in a planned way.					
No.	Career Plateau	1	2	3	4	5
1	This job has further enriched my work skills.					
2	I can learn something new from my current job.					
3	This job has exposed me to many new things related to it.					
4	This job can broaden my horizons.					
5	My job requires constant learning of new knowledge.					
No.	Employee Human Resource Management Practice	1	2	3	4	5
1	The company will provide me with regular training.					
2	My work and tasks provide opportunities to learn new things.					
3	My superior will consider my career aspirations and goals.					
4	I have an opportunity to grow within the organization.					
5	My superiors provide equal opportunities for everyone					

APPENDIX B: Result of SPSS

KMO Bartlett's Test of Sphericity

Independent variables

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.861
Bartlett's Test of Sphericity	Approx. Chi-Square	598.679
	df	105
	Sig.	.000

Dependent variables

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	119.599
	df	10
	Sig.	.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.810
Bartlett's Test of Sphericity	Approx. Chi-Square	106.254
	df	6
	Sig.	.000

Factor Communalities

Independent variables

Communalities

	Initial	Extraction
PP1	1.000	.888
PP2	1.000	.929
PP3	1.000	.847
PP4	1.000	.861

PP5	1.000	.838
CA1	1.000	.788
CA2	1.000	.830
CA3	1.000	.873
CA4	1.000	.836
CA5	1.000	.819
EA1	1.000	.868
EA2	1.000	.926
EA3	1.000	.915
EA4	1.000	.927
EA5	1.000	.894

Extraction Method: Principal Component Analysis.

Dependent variables

Communalities

	Initial	Extraction
CP1	1.000	.833
CP2	1.000	.799
CP3	1.000	.848
CP4	1.000	.753
CP5	1.000	.467

Extraction Method: Principal Component Analysis.

Communalities

	Initial	Extraction
CP1	1.000	.858
CP2	1.000	.791
CP3	1.000	.898
CP4	1.000	.764

Extraction Method: Principal Component Analysis.

Eigenvalue Table

Independent variables

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.863	65.755	65.755	9.863	65.755	65.755	4.604	30.695	30.695
2	1.990	13.265	79.020	1.990	13.265	79.020	4.305	28.698	59.393
3	1.185	7.902	86.922	1.185	7.902	86.922	4.129	27.529	86.922
4	.412	2.748	89.670						
5	.307	2.048	91.718						
6	.275	1.836	93.554						
7	.232	1.544	95.098						
8	.219	1.463	96.561						
9	.150	1.003	97.563						
10	.106	.710	98.273						
11	.086	.572	98.845						
12	.072	.478	99.323						
13	.050	.332	99.655						
14	.036	.239	99.893						
15	.016	.107	100.000						

Extraction Method: Principal Component Analysis.

Dependent Variables

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.701	74.015	74.015	3.701	74.015	74.015
2	.637	12.740	86.755			
3	.374	7.486	94.241			
4	.177	3.533	97.774			
5	.111	2.226	100.000			

Extraction Method: Principal Component Analysis.

Career Plateau (CP)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.909	5

Reliability Statistics

Cronbach's Alpha	N of Items
.931	4

Proactive Personality (PP)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.956	.956	5

Career Adaptability (CA)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.942	5

Employee-aware HRM Practice (EA)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.968	.969	5

4.1.3 Correlation Analysis

Correlations

		Total_PP	Total_CA	Total_EA	Total_CP
Total_PP	Pearson Correlation	1	.548**	.705**	.197
	Sig. (2-tailed)		.001	.000	.272
	Sum of Squares and Cross-products	30.562	15.084	21.722	4.308
	Covariance	.955	.471	.679	.135
	N	33	33	33	33
Total_CA	Pearson Correlation	.548**	1	.698**	.663**
	Sig. (2-tailed)	.001		.000	.000
	Sum of Squares and Cross-products	15.084	24.785	19.364	13.062
	Covariance	.471	.775	.605	.408
	N	33	33	33	33
Total_EA	Pearson Correlation	.705**	.698**	1	.420*
	Sig. (2-tailed)	.000	.000		.015
	Sum of Squares and Cross-products	21.722	19.364	31.042	9.268
	Covariance	.679	.605	.970	.290
	N	33	33	33	33
Total_CP	Pearson Correlation	.197	.663**	.420*	1
	Sig. (2-tailed)	.272	.000	.015	

	Sum of Squares and Cross-products	4.308	13.062	9.268	15.661
	Covariance	.135	.408	.290	.489
	N	33	33	33	33

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

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

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	157	47.3	47.3	47.3
	Female	175	52.7	52.7	100.0
	Total	332	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 years old	129	38.9	38.9	38.9
	25-34 years old	155	46.7	46.7	85.5
	35-44 years old	36	10.8	10.8	96.4
	45-54 years old	12	3.6	3.6	100.0
	Total	332	100.0	100.0	

Workingyears

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2 years	87	26.2	26.2	26.2
	3-5 years	133	40.1	40.1	66.3
	6-10 years	85	25.6	25.6	91.9
	above 10 years	27	8.1	8.1	100.0
	Total	332	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General staff	201	60.5	60.5	60.5
	Grassroots management	25	7.5	7.5	68.1
	Middle management	91	27.4	27.4	95.5
	Senior management	15	4.5	4.5	100.0
	Total	332	100.0	100.0	

EducationLevel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	45	13.6	13.6	13.6
	Diploma	149	44.9	44.9	58.4
	Degree	103	31.0	31.0	89.5
	Master's Degree	35	10.5	10.5	100.0
	Total	332	100.0	100.0	

KMO Bartlett's Test of Sphericity

Independent variables

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.857
Bartlett's Test of Sphericity	Approx. Chi-Square	7963.517
	df	105
	Sig.	.000

Dependent variables

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.828
Bartlett's Test of Sphericity	Approx. Chi-Square	1297.180

	df	6
	Sig.	.000

Factor Communalities

Independent variables

Communalities

	Initial	Extraction
PP1	1.000	.902
PP2	1.000	.931
PP3	1.000	.829
PP4	1.000	.878
PP5	1.000	.854
CA1	1.000	.819
CA2	1.000	.882
CA3	1.000	.872
CA4	1.000	.870
CA5	1.000	.822
EA1	1.000	.867
EA2	1.000	.934
EA3	1.000	.902
EA4	1.000	.926
EA5	1.000	.905

Extraction Method: Principal Component Analysis.

Dependent variables

Communalities

	Initial	Extraction
CP1	1.000	.857
CP2	1.000	.856
CP3	1.000	.913
CP4	1.000	.784

Extraction Method: Principal Component Analysis.

Eigenvalue Table

Independent variables

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.193	67.951	67.951	10.193	67.951	67.951	4.640	30.936	30.936
2	1.921	12.808	80.759	1.921	12.808	80.759	4.367	29.112	60.048
3	1.079	7.194	87.953	1.079	7.194	87.953	4.186	27.905	87.953
4	.364	2.425	90.377						
5	.275	1.834	92.211						
6	.264	1.761	93.972						
7	.238	1.589	95.561						
8	.204	1.358	96.919						
9	.151	1.009	97.928						
10	.099	.657	98.585						
11	.073	.487	99.072						
12	.061	.405	99.477						
13	.039	.258	99.735						
14	.028	.185	99.920						
15	.012	.080	100.000						

Extraction Method: Principal Component Analysis.

Dependent Variables

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.411	85.268	85.268	3.411	85.268	85.268
2	.315	7.872	93.141			
3	.165	4.137	97.277			
4	.109	2.723	100.000			

Extraction Method: Principal Component Analysis.

Career Plateau (CP)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.853	4

Proactive Personality (PP)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.958	.958	5

Career Adaptability (CA)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.951	5

Employee-aware HRM Practice (EA)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.968	.969	5

Correlations

		Total_PP	Total_CA	Total_EA	CP_no5
Total_PP	Pearson Correlation	1	.581**	.696**	.270**
	Sig. (2-tailed)		.000	.000	.000

	Sum of Squares and Cross-products	325.240	174.272	227.110	69.522
	Covariance	.983	.527	.686	.210
	N	332	332	332	332
Total_CA	Pearson Correlation	.581**	1	.755**	.734**
	Sig. (2-tailed)	.000		.000	.000
	Sum of Squares and Cross-products	174.272	276.491	227.141	174.300
	Covariance	.527	.835	.686	.527
	N	332	332	332	332
Total_EA	Pearson Correlation	.696**	.755**	1	.510**
	Sig. (2-tailed)	.000	.000		.000
	Sum of Squares and Cross-products	227.110	227.141	327.048	131.851
	Covariance	.686	.686	.988	.398
	N	332	332	332	332
CP_no5	Pearson Correlation	.270**	.734**	.510**	1
	Sig. (2-tailed)	.000	.000	.000	
	Sum of Squares and Cross-products	69.522	174.300	131.851	204.088
	Covariance	.210	.527	.398	.617
	N	332	332	332	332

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

APPENDIX C: PROJECT PAPER LOG

This is an important document, which is to be handed in with your dissertation. This log will be taken into consideration when awarding the final mark for the dissertation.

Student Name:	LYU Xin
Supervisor's Name:	Dr. Syarifah Mastura
Dissertation Topic: Employee Career Plateau in Shanxi, China.	

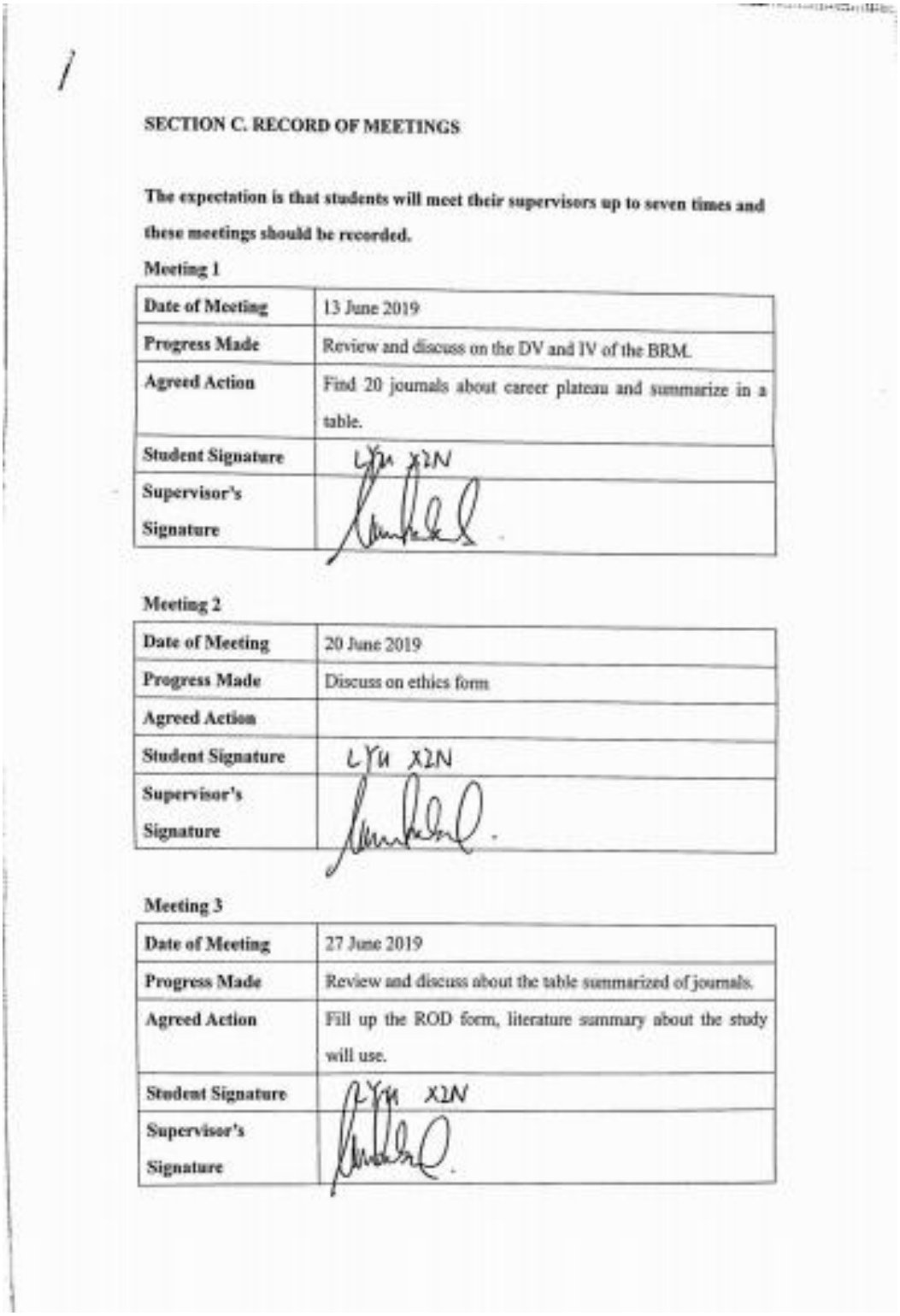
SECTION A. MONITORING STUDENT DISSERTATION PROCESS

The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each session.

Activity	Milestone/Deliverable Date			
	May	June	July	August
Review on previous title and content	24/5			
Review on Chapter 1 and 2		2/6		
Overall review on Chapter 1-3		12/6		
Proposal Defense			11/7	
Review on second panel feedback for amendment			16/7	
Modify Chapter 1 and 2			19/7	
Modify Chapter 3			22/7	
Plan and design survey form			25/7	
Conduct online survey and pilot test			31/7	
Evaluate pilot test result			31/7	
Conduct online survey for final test				1/8
Evaluate the final test result				6/8
Review of Chapter 4 and 5				7/8
Final project presentation -VIVA				8/8
Review on second panel feedback for amendment				10/8
Modify Chapter 4 and 5				16/8
Overall review of final thesis				21/8
Submission of final thesis				22/8

SECTION B. ETHICS

Ethics form protocol number: BUS/PGT/CP/04286



SECTION C. RECORD OF MEETINGS

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded.

Meeting 1

Date of Meeting	13 June 2019
Progress Made	Review and discuss on the DV and IV of the BRM.
Agreed Action	Find 20 journals about career plateau and summarize in a table.
Student Signature	LYH X2N
Supervisor's Signature	

Meeting 2

Date of Meeting	20 June 2019
Progress Made	Discuss on ethics form
Agreed Action	
Student Signature	LYH X2N
Supervisor's Signature	

Meeting 3

Date of Meeting	27 June 2019
Progress Made	Review and discuss about the table summarized of journals.
Agreed Action	Fill up the ROD form, literature summary about the study will use.
Student Signature	LYH X2N
Supervisor's Signature	

Meeting 4

Date of Meeting	4 July 2019
Progress Made	Review and discuss the ROD form.
Agreed Action	Prepare slides of Proposal Defense.
Student Signature	
Supervisor's Signature	

Meeting 5

Date of Meeting	9 July 2019
Progress Made	Review slides for Proposal Defense.
Agreed Action	Need improvement in the slides.
Student Signature	
Supervisor's Signature	

Meeting 6

Date of Meeting	25 July 2019
Progress Made	Review previous amendments.
Agreed Action	Check the items of questionnaire.
Student Signature	
Supervisor's Signature	

Meeting 7

Date of Meeting	1 Aug 2019
Progress Made	Adjust ethics form
Agreed Action	
Student Signature	
Supervisor's Signature	

Meeting 8

Date of Meeting	5 Aug 2019
Progress Made	Review final results.
Agreed Action	
Student Signature	LYH XZN
Supervisor's Signature	

Meeting 9

Date of Meeting	8 Aug 2019
Progress Made	Discuss the whole project format.
Agreed Action	
Student Signature	LYH XZN
Supervisor's Signature	

Meeting 10

Date of Meeting	21 Aug 2019
Progress Made	Overall review of Chapter 1 to 5
Agreed Action	
Student Signature	LYH XZN
Supervisor's Signature	

SECTION D. COMMENTS ON MANAGEMENT OF PROJECT

(to be completed at the end of the dissertation process)

Student Comments:

This project let me know the process of the whole research. The guidance from Dr. Syarifah had helped me in each meeting, which allows me to make necessary amendment and improvement.

Supervisor Comments:

Completed the project as it is!

Signature of Student:	LYU XIN	Date 22/08/2019
Signature of Supervisor:		Date 22/08/2019
Ethics Confirmed:	Approved	Date 22/08/2019

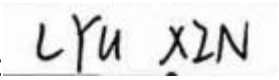
APPENDIX D: Declaration

Declaration

I hereby declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

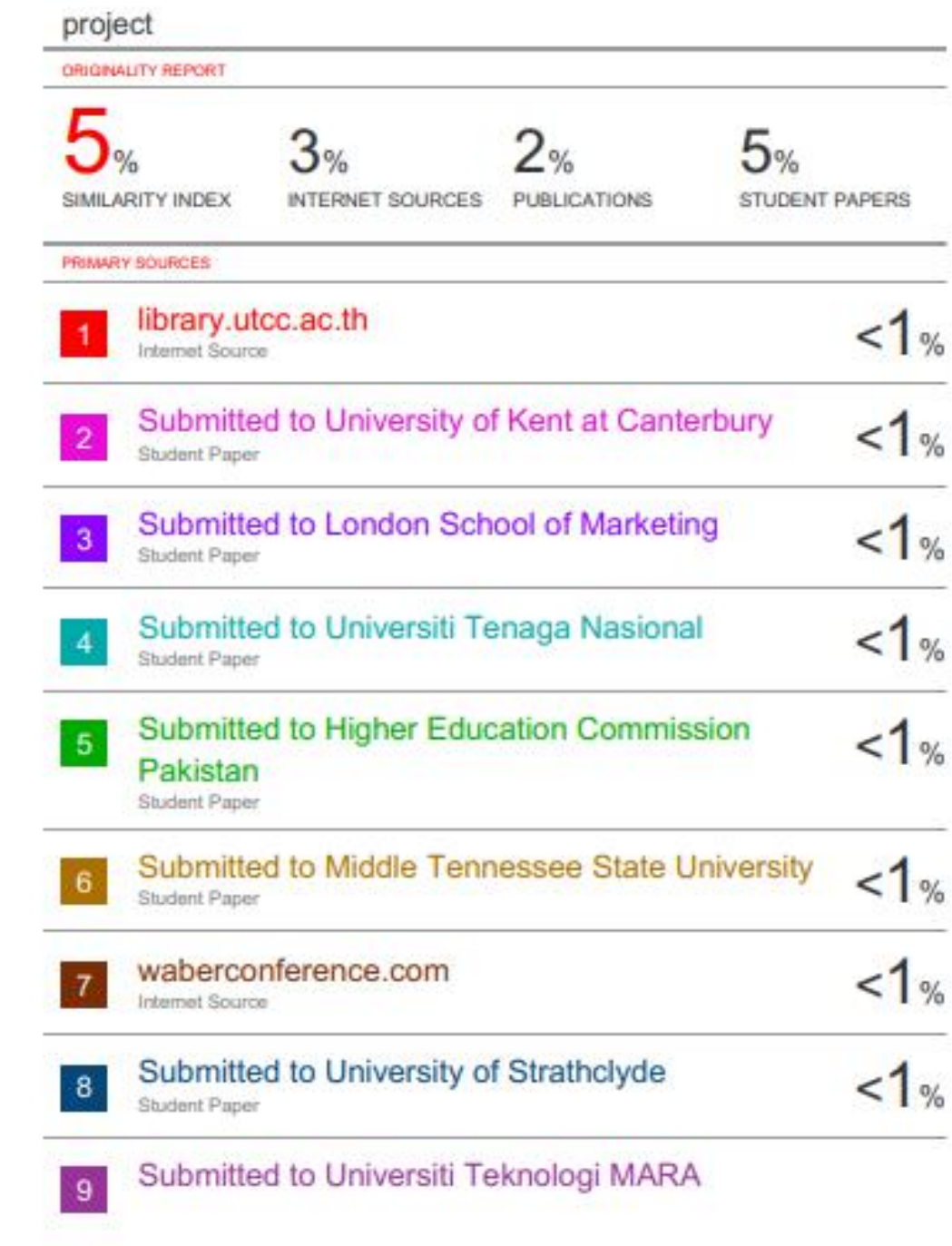
Name: LYU Xin

Student ID: I18015104

Signature: 

Date: 22 August 2019

APPENDIX E: Safe Assign Originality Report



project

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