
The Effect of Career Commitment on Career Success among the Malaysian Cosmetics Entrepreneurs

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ABSTRACT

This study focuses on cosmetics industry in Malaysia, considering the rapid growth in both consumption and the expenditure on cosmetics products across Malaysia. This signifies a wide market for cosmetic products and paving way for the emergence of new entrepreneurs in the industry. Considering the failure rate of the new emerging entrepreneurs in the cosmetics industry and the limited number of studies that considered behavioural factors as the determinants of entrepreneurial success, this study emerges to examine the effect of career commitment as a behavioural factor on both extrinsic and intrinsic success of entrepreneurs in the Malaysian cosmetic industry. The sample for this study is derived from the total population of registered cosmetics manufacturers obtained from the National Pharmaceutical Regulatory Agency (NPPRA). The population size is found to be 3014 and a sample of 301 is utilized for this study. The Partial Least Squares Structural Equation Modelling (PLS-SEM) modelling technique is used for testing the study hypotheses. The results indicated that there was a positive relationship between career commitment and extrinsic entrepreneurial success ($\beta = 0.544$, $t = 15.892$, $P < 0.000$) as well as intrinsic entrepreneurial success ($\beta = 0.299$, $t = 6.335$, $p < 0.000$). Thus, this study suggests that career commitment among cosmetics entrepreneurs in Malaysia will positively influence the success of both types of entrepreneurial success (i.e. the extrinsic and intrinsic goals of entrepreneur

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1 INTRODUCTION

Globally, entrepreneurship is recognized as fuel for growth and creation of huge employment opportunities especially among developing countries such as Malaysia (Obschonka et al., 2017; Lunati et al., 2010). There has been a surge of interest on entrepreneurship across various industries all over the world. Among such emerging interest is the case

of cosmetic industries in both developed and developing countries. The demand for cosmetics products is increasing globally when compared with other industries such as fashion, advertising and media industries nowadays (Ramli, 2015). This is due to the increase in demand for cosmetics products from customers who are conscious

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about their look and well-being (Hassali et al., 2015; Lau, de Run & Jee, 2017). Therefore, cosmetic industry has continually expanded on a rapid scale across developing and advanced economies including Malaysia (Hassali et al., 2015). For example, according to Euromonitor International Report (2017) Malaysia's total trade volume for personal care and cosmetics products was about US\$2.24 billion (RM8.9 billion) in 2015.

Despite the increasing demand of cosmetics products in Malaysia, there is a high import dependence which implies there is a gap in the market and also the need of local cosmetics industries to fulfil this gap. Arguably, entrepreneurship continues to be at the heart of the cosmetic industry, with new ground-breaking products of environment-friendly resource and good manufacturing practices. In support of this, there are many cosmetic manufacturers in Malaysia that conform to the Good Manufacturing Practices requirement in accordance with the ASEAN guidelines for cosmetics. Hence, the cosmetic industry is tremendously booming with its mission to provide safe products, and in return have aided the society through employment creation and income generation with appealing products that are being used daily by people across the world (Ramli, 2015).

However, like in most Asian countries, the success of the entrepreneurship business such as cosmetic entrepreneurship in Malaysia is still very low. Only 20% established entrepreneurs survive in their industry. Meanwhile, 80% or the majority of start-ups collapse within its initial 5 years; while only 20% again can successfully utilize the potentials in the industry to make huge profits (The Star, 2016). Similarly among developed economies, the European commission (2011) affirmed that 50% of the businesses that were newly established in European economies failed in the first 5 years.

Consequently, many researchers have identified factors associated with motivation, success and challenges of entrepreneurs generally (Rashid et al., 2015; Che Mohd Zulkifi & Nurdiana, 2015; Ridzwan, Nik Muhammad & Ab Rahman, 2017). Among the factors, career commitment has been identified as a key determinant of success in any entrepreneurship endeavour (Tasnim & Singh, 2016; Arora & Rangnekar, 2016; Tasnim, Yahya & Zainuddin, 2014).

However, up to the researchers' knowledge, there is dearth in literature on the effect of career commitment on the success of cosmetics entrepreneurs, especially in the context of Malaysia. Furthermore, most existing studies had not recognised the effect of career commitment distinctly on each dimension of career success that is extrinsic and intrinsic success (Reyes & Conde, 2017). The intrinsic goals are important for the human internalization process and self-development (Vansteenkiste et al., 2006). Intrinsic goal is concerned with the subjective evaluation of career success such as satisfaction, wellbeing and performance (Hall, 2002), while the extrinsic includes physical appeal, financial success, social recognition or power (Salisu, 2017; Otero-López, & Villardefrancos,

2015; Otto et al., 2017). Benzing, Chu and Kara (2009) recommended that it is important to separately investigate both dimensions of the entrepreneurial success. Therefore, this research aim is to contribute to the body of knowledge by providing empirical evidence on how career commitment affects the both extrinsic and intrinsic success of cosmetics entrepreneurs.

2 LITERATURE REVIEW

Cosmetics Industry

The cosmetics industry is an important and valuable global industry; it offers an opportunity for new entrepreneurs; as well as welcomes competitors. For example, the 2015 Global Economic Summit revealed that Malaysia has huge consumers' of cosmetics products with expenditure of USD2.6 billion, which is a huge potential. Therefore, it contributes to the economic growth of the country and generates global income.

In US, the cosmetic industry was dominated by family-run firms and immigrant founders at the forefront of several global brands; such as Avon, Estée Lauder, Elizabeth Arden, Helena Rubinstein, Max Factor and Revlon (Ramli, 2015). Cosmetics actually come in many forms, ranging from powders, body makeup, soap, shampoo and toothpaste. Prior to the 1990s many people used to think that cosmetic products were only for adult women; the reality of today is slightly different (Jeffreys, 2014). New markets for cosmetic companies are young females and men (Jones & Heyes, 2016; Musa, 2014; Twigg & Majima, 2014).

Recently, there has been a growing trend in the cosmetic industry towards globalization. For example, industry leaders have focused on the production lines and marketing on the ethnic niche market worldwide. Those gigantic brands targeting the specific makeup and skin care are getting penetration into Asian, African and South American markets for entrepreneurship. A number of cosmetic companies around the world are competing against one another to capture a share of the multi-billion-dollar cosmetic market (Elasrag, 2016; Steger, 2017).

In Malaysia also, new breed of beauty consumers whom prefer to buy cosmetic products from independent local entrepreneurs are emerging. This factor has led to rapid growth and emergence of many local cosmetic entrepreneurs in Malaysia (Kasim, 2007). In addition to the existing local cosmetics entrepreneurs such as the Breana Beauty, Can's Beauty, Fame Cosmetics, the year 2016 saw the emergence of a string of new local brands such as Velvet Vanity, DIDA for Women, Zhuco Cosmetics, Chique Cosmetics. Many of these new entrepreneurs' threatened by failure and early exit from the business as is the case generally with start-up entrepreneurial businesses (SME Corp, 2015; Ridzwan, Nik Muhammad & Ab Rahman, 2017; Mohamad et al., 2015; Kanchana et al., 2013). The low rate of success among entrepreneurs is a subject of many researches.

Thus, in this study, the researchers attempt to provide some information on the factors which may create an impact on the success among the entrepreneurs.

Career Success

Career tends to be defined according to the nature and purpose of the study; thus there are wide range of definitions of career used by the various researchers (Saraih, 2015). Career satisfaction is a key outcome which is attracted by most of the career researchers (Saraih & Lim, 2017). Career satisfaction measures the level of employee satisfaction towards the overall goal of their work including the purpose for advancement, the purpose for earning and the purpose for acquiring new expertise (Spurk, Abele & Volmer, 2011).

Career shows the progress, experience and also the skills acquired by an individual in his/her work. Subjective indicator of career success can be seen through career satisfaction because it shows the individuals' behavior of individuals' career based on their assessment (Saraih et al., 2019). Career success can be measured objectively which is mostly concerned with observable, measurable and verifiable attainments such as pay, promotion and occupational status (Nicholson, 2000). Studies have supported that information related to success of extrinsic goals of entrepreneurs' guides organizations towards restructuring and responding to needs of individual (Allison, Davis, Short & Webb, 2015).

Different professions have different career needs and aspirations, and organizations should attempt to provide incentives that are consistent with underlying career values. The perceived organizational career situations concern the objective categories that describe job titles, promotions working environments and status (Khavul, Chavez & Bruton 2013). The objective (extrinsic) success has long been recognized as hallmarks of career in many different societies. Previous studies refer to extrinsic success as the public and structural aspect of people's career measured alternatively against the verifiable, objective and measurable scales that includes income, span of control, profit levels, promotion, advancement of career, sales turnover and occupational status (Chandler & Hanks, 1993).

While the second form of career success is the subjective (intrinsic) measurement of success. The intrinsic success reflects the subjective evaluation of how much people are satisfied with their professional development (Otto et al., 2017). Intrinsic success is measured basically based on career satisfaction and life satisfaction. Previous researchers suggest that receiving high pay and promotion does not necessarily make people feel proud or successful (satisfy). Thus, individuals who achieve the extrinsic success (e.g. highly annual income) may or may not achieve the intrinsic career advancement (career satisfaction). As such, perception of intrinsic success is different based on the accumulative experience of

individuals (Saraih, Ali & Khalid, 2014).

Given that previous researchers refer intrinsic success as the individuals' assessment for the combination of the extrinsic and intrinsic rewards in their career, it may mean that individual attribute towards their success should be a combine of both types of success and it can be expressed in the terms such as career satisfaction and life satisfaction. Moreover, Ariani (2014) stated that success is based upon intrinsic measures such as career satisfaction and life satisfaction. Additionally, Powell and Eddleston (2013) assessed success based on extrinsic (economic appraisal) and intrinsic (entrepreneurs' satisfaction).

For economic appraisal, the measures are based on business performance and growth in employment (Antonioli, Nicolli, Ramaciott & Rizzo, 2016) such as a measure of growth in employment using percentage over a time period. For the current study, the measure of intrinsic entrepreneurial success is adapted from the previous studies such as (Greenhaus, Parasuraman & Wormley, 1990; Larsen, Griffin; Diener & Emmons, 1985). Therefore, the measure of intrinsic entrepreneurial success is based on two components which are life satisfaction and career satisfaction.

Career Commitment

Career commitment refers to identification with and involvement in one's occupation (Klein, Molloy & Brinsfield, 2014). It is volitional psychological bond reflecting dedication to and responsibility for a particular target (Payne, Moore, Griffis & Autry, 2011). In brief, it refers to one's motivation to work in a chosen vocation (Herachwati & Rachma, 2018). People who are committed to their careers should experience more subjective entrepreneurial success (e.g. have more positive feelings for the career), than those who are less committed. Similarly, people who are committed to their careers should also experience more objective career success than those who are less committed.

Committed individuals should be willing to make significant investments in their careers (put forth more effort, acquire new knowledge and skills). Greater effort and perseverance generally leads to higher performance (Bandura, 1993). High performance; in turn, should result in extrinsic rewards such as higher profits or promotions (Bhamra, 2015; Ngah & Saleh, 2015) as well as intrinsic rewards such as self-satisfaction, which stem from positive appraisals that people make of themselves when their performance is successful relative to their internal standards (Schaufeli & Taris, 2014). Consequently, studies have linked career commitment to career success among the entrepreneurs in various industries.

Relationship between Career Commitment and Career Success among Entrepreneurs

Career commitment is expected to lead to more successful

careers and entrepreneurial success in the form of other-administered rewards (e.g. salary attainment) or self-administered rewards (e.g. career satisfaction, life satisfaction). Past studies for example have found that employees who commit to a job or career tend to develop attitudes consistent with that commitment (Yim, 2017; Carson et al., 1999). Moreover, career commitment has been recognized as a form of work commitment that individuals have on a career facet. Individuals with a strong degree of career commitment may show higher level of expectations and requirement from the organization with which they have forged relationships. Therefore, this implies that highly career-committed individuals may be more motivated when their expectations are satisfied by the organization than those who are less committed (Karavardar, 2014).

Saraih, Ali, and Khalid (2014), Judge and Bretz (1994), and Judge, Cable, Boudreau and Bretz (1995) also identified career advancement as one of the elements of career satisfaction that all employees are looking forward throughout their career. It can be categorized into extrinsic and intrinsic. The extrinsic career advancement includes several visible outcomes such as pay, promotion and ascendancy; whereas intrinsic career satisfaction comprises of several invisible outcomes such as career satisfaction, life satisfaction and job satisfaction. In addition, people who are committed to their career will likely be able to set high career goals for themselves and put forth effort as well as persist in pursuing these goals even in the face of obstacles and setbacks (Nghah & Saleh, 2015). High performance; in turn, should result in extrinsic rewards

such as higher profits or promotions (Greenhaus & Parasuraman, 1993) as well as intrinsic rewards such as self-satisfaction, which stem from positive appraisals that people make of themselves when their performance is successful relative to their internal standards (Bhamra, 2015; Nghah & Saleh, 2015).

Upon the reviewed relationships, this study proposes the following hypotheses:

H₁: Career commitment has a significant and positive relationship with extrinsic career success among the entrepreneurs.

H₂: Career commitment has a significant and positive relationship with intrinsic career success among the entrepreneurs.

3 METHODOLOGY

The quantitative method is adopted in this study and questionnaire was used for the data collection. Notably, the questionnaire's items are constructed in accordance with the conceptual explanation from the literature adapted (Zikmund et al. 2010). The items address questions to measure the extrinsic and intrinsic entrepreneurial success and career commitment as indicated in Table 1. The questionnaire is structured for administration via an online platform. It has five scale scores (1=Strongly Disagree; 2=Slightly Disagree; 3=Neutral; 4=Slightly Agree; 5=Strongly Agree).

Table 1
Operationalization of Constructs

Variables	No. of items	Authors
Career Commitment	7	Blau (1989)
Extrinsic Career Success		
Sales Turnover	5	Lee (2016)
Number of Sponsorship	4	Javalgi et al., (1992)
Intrinsic Career Success		
Career Satisfaction	5	Greenhaus et al., (1990)
Life Satisfaction	5	Diener et al., (1985)

The population size for this study constitutes the total number of registered cosmetics manufacturers in the NPRA. The population size was found to be 3014 as the number of notified cosmetic companies in Malaysia in year 2016 (NPRA, 2016). A total of 301 cosmetics entrepreneurs were sampled for the current study. Data analysis was carried out using the model of PLS-SEM. The PLS-SEM approach was considered due to its ability to concurrently evaluate relationships existing between latent constructs, alongside the relationship between the indicators of a latent constructs and the construct itself (Hair et al., 2013). The findings are presented in the next

section.

4 STUDY FINDINGS

In this section, the relationships between career commitment and both types of career success among the cosmetics entrepreneurs in Malaysia are presented. First, the results of the descriptive analysis of the sampled cosmetics entrepreneurs is summarised in Table 2. Whereas, the outcome of the two-stage procedures involved in the PLS-SEM analysis are presented in Table 2.

Table 2
 Demographic of the Respondents

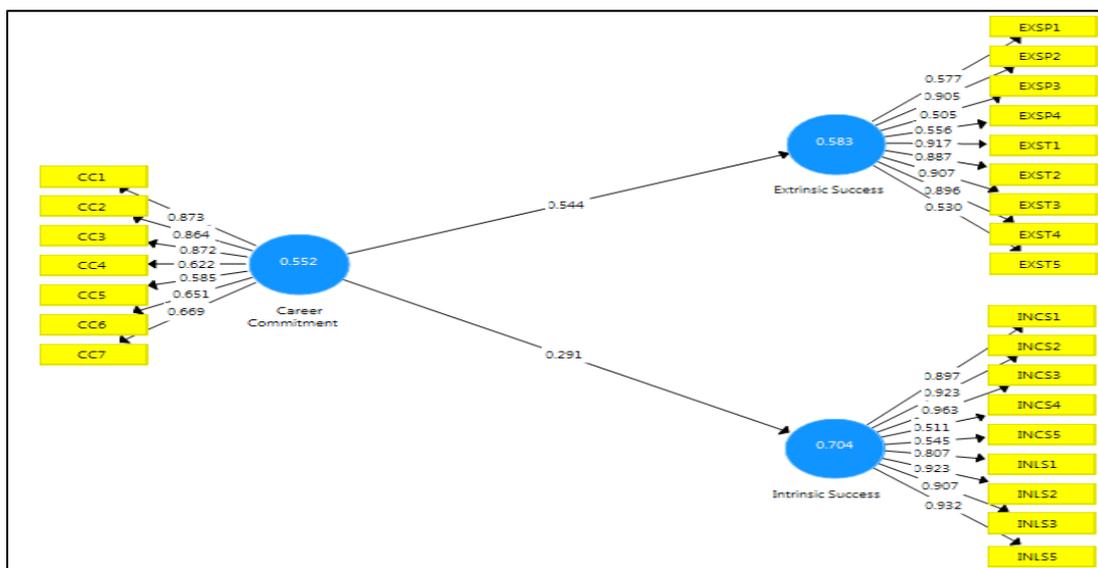
Profile	Description	Frequency	Percentage
Gender	Male	146	48.6
	Female	155	51.4
Age	18–25	4	1.3
	26–35	128	42.5
	36–50	124	41.2
	51 and above	45	15
Marital Status	Single	4	1.3
	Married	267	88.7
	Widow/Divorced	30	10
Experience (Year)	1 year and less	11	3.7
	2–4	26	8.6
	5–7	76	25.2
	7 and above	188	62.5
Educational level	No formal education	11	3.7
	Primary	23	7.6
	PMR/SRP	38	12.6
	SPM/MCE	169	56.1
	Diploma	60	20

The participants of the study consist of 48.6% (146) male and 51.4% (115) female. The dominant respondents of the study were from those who are in the age ranged from 26 to 35 years old (42.5%). While majority of the respondents constituting about 88.7% are married. Also, 62.4% (188) of the sampled entrepreneurs have over 7 years of experience, 25.2% had between 5-7 years of experience. While the entrepreneurs had mainly SPM/MCE certificate representing majority of the academic qualification.

Measurement Model

The outcome of the first step in the PLS-SEM analysis involved assessing the measurement model. Consequently, the evaluation of the reliability and validity of the measures, individual item reliability, internal consistency reliability, convergent validity, as well as discriminant validity were carried out (Henseler et al., 2009; Hair et al., 2013).

Figure 1
 Measurement Model



The process of examining the individual items reliability is obtained by assessing the outer loadings of each variable’s measurement (Hair et al., 2012; Duarte & Raposo, 2010). The adequate threshold for accepting the retained items is to have a loading of between 0.40 and 0.70 (Hairs et al., 2014). Therefore, in the model, all items were retained since they all have loadings which are above 0.70. Please refer Table 3.

Table 3
Outer Loadings

Construct	Career Commitment	Extrinsic Success	Intrinsic Success
CC1	0.873		
CC2	0.864		
CC3	0.872		
CC4	0.622		
CC5	0.585		
CC6	0.651		
CC7	0.669		
EXSP1		0.577	
EXSP2		0.905	
EXSP3		0.505	
EXSP4		0.556	
EXST1		0.917	
EXST2		0.887	
EXST3		0.907	
EXST4		0.896	
EXST5		0.530	
INCS1			0.897
INCS2			0.923
INCS3			0.963
INCS4			0.511
INCS5			0.545
INLS1			0.807
INLS2			0.923
INLS3			0.907
INLS5			0.932

Note: CC=Career Commitment; EXSP=Extrinsic Success; INCS = Intrinsic Success

The internal consistent reliability is defined as the extent to which the items on a specific sub-scale are measured based on the correlations between different items on the same test. It measures whether several items that propose to measure the same general construct produce similar scores (Bijtterbier et al., 2000; Sun et al., 2007). The estimators that are commonly used for measuring the internal consistency reliability are the Cronbach's alpha coefficient and composite reliability coefficient (Peterson & Kim, 2013). An internal consistency reliability value of 0.70 is

considered satisfactory for a model, whereas any value below 0.70 is considered unreliability.

Measures of the internal consistency and reliability, as indexed by the composite reliability, ranged from 0.884 to 0.922, exceeding the recommended threshold value of 0.70 (Bagozzi & Yi, 1988). The measurement model internal consistency reliability results and convergent validity measures are presented in Table 4.

Table 4
Measures of Internal Consistency and Reliability

Construct	Cronbach Alpha	Rho_A	CR	AVE
Career Commitment	0.860	0.878	0.894	0.552
Extrinsic Success	0.898	0.899	0.922	0.583
Intrinsic Success	0.941	0.943	0.954	0.704

The convergent validity is normally achieved if the Average Variance Extracted (AVE) of each construct is greater than 0.5. In line with Chin (1998), the AVE of the present study is higher than the acceptable threshold for each loading (>0.5), thereby indicating that each construct has achieved sufficient convergent validity. Discriminant validity is assessed using the criterion by Chin (1998), the criterion involves comparison of the indicator's loadings between different reflective indicators in the cross-loadings tables. Also, on the basis of suggested rule of thumb by Fornell and Larcker (1981), that employs the AVE to evaluate the discriminant validity. Fornell and Larcker (1981) recommend that the particular square root of the AVE ought to be greater than the correlations among the latent constructs. The alternative approach involves the Heterotrait-Monotrait (HTMT), which is a ratio of correlations. This method is considered more reliable, the acceptable threshold for accepting the HTMT criterion is the HTMT value of less than 0.90 (Gold, Malhotra & Segars, 2001). Both Fornell and Larcker and the HTMT criteria are presented in Tables 5 and Table 6 which indicate that the discriminant validity of the constructs in the model is established.

Table 5
 Fornell-Larcker Criterion

Construct	Career Commitment	Extrinsic Success	Intrinsic Success
Career Commitment	0.743		
Extrinsic Success	0.544	0.764	
Intrinsic Success	0.291	0.404	0.839

Table 6
 Heterotrait-Monotrait Ratio (HTMT)

Construct	Career Commitment	Extrinsic Success	Intrinsic Success
Career Commitment			
Extrinsic Success	0.598		
Intrinsic Success	0.311	0.428	

Structural Model

Having ascertained the reliability and validity of the measurement model, the study therefore progressed to examination of the structural model. Hence, the standard bootstrapping procedures as well as a number of bootstrap samples were applied and 301 cases for assessing the path coefficient (Hair et al., 2011; 2012; Henseler et al., 2009). The findings according to the hypothesised relationships in this study are therefore presented in Table 7.

Figure 2
 Structural Model

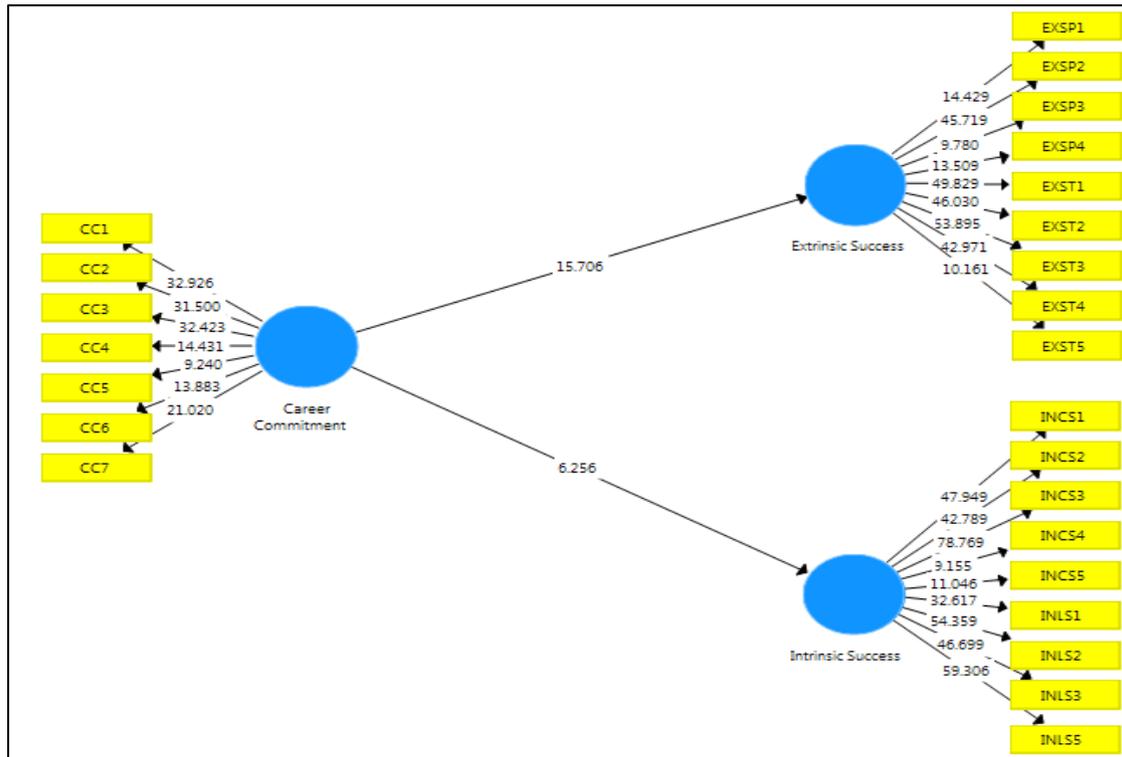


Table 7
 Results of the Hypothesized Relationship

Hypothesis	Relationship	Beta	SE	T-Value	P-Values	Findings
1	Career Commitment -> Extrinsic Success	0.544	0.035	15.706	0.000	Supported
2	Career Commitment -> Intrinsic Success	0.291	0.047	6.256	0.000	Supported

According to the first hypothesis (H₁), it is postulated that career commitment has a significant and positive relationship with extrinsic career success among the entrepreneurs. As reported in Table 7, a significant relationship between career commitment and extrinsic career success ($\beta = 0.544$, $t = 15.706$, $P < 0.000$) has been presented. Thus, H₁ is accepted in this study.

The second hypothesis, (H₂) predicted that career commitment has a significant and positive relationship with intrinsic career success among the entrepreneurs. Results as reported results in Table 7 indicate that career commitment has a significant relationship with intrinsic career success ($\beta = 0.291$, $t = 6.26$, $p < 0.000$). Thus, H₂ is accepted in this study.

$$\text{Effect size: } f^2 = \frac{R^2 \text{ included} - R^2 \text{ excluded}}{1 - R^2 \text{ Included}}$$

The effect size of career commitment is recorded as 0.421 for extrinsic career success, while for the intrinsic career success, the effect size is 0.093. Based on Cohen's (1998) recommendation, the results for the effect size suggest that they are strong and weak for the case of extrinsic and intrinsic success respectively.

5 DISCUSSIONS AND RECOMMENDATIONS

The objectives of this study are to determine the relationship between career commitment and both types of career success (extrinsic and intrinsic) among cosmetic entrepreneurs in Malaysia. The findings of this study empirically established the relationship between career commitment and both dimensions of career success among cosmetics entrepreneurs in Malaysia.

The result concerning the relationship between career commitment and extrinsic career success is found to be consistent with the previous studies (Chiang, Shih & Hsu, 2014; Bhamra, 2015; Abramson et al., 2014). The relationship between career commitment and intrinsic career success among entrepreneurs in the cosmetics industry in Malaysia is as well found to have a positively significant relationship. Thus, the findings were in accordance with some related studies that empirically established a positive and significant association between career commitment and intrinsic career success as presented in the previous studies (Karavardar, 2014; Liu et al., 2015; Alzyoud, 2017).

Visibly, from the outcome of this study it can be inferred that the behavioural factors particularly career commitment

The R-squared value is also referred to as the coefficient of determination and it represents another measure for the evaluation in the PLS-SEM technique (Hair et al., 2012; Henseler et al., 2009). The R-square values were found to be 29.6% and 18.5% for extrinsic and intrinsic career success respectively. This implies that career commitment accounted for 29.6% of the variance in the extrinsic career success and it also accounts for 18.5% of variance in the intrinsic career success. The effect size is achieved by examining the increase in the R-square of the latent variable to its connected path in relation to the latent variables proportion of the unexplained variance. The effect size can be calculated using the formula below (Cohen, 1988).

significantly and positively influenced the extrinsic and intrinsic career success. Thus, career commitment should be considered as a veritable tool for increasing entrepreneurial success in the cosmetics industry in Malaysia. This is especially the case with extrinsic entrepreneurial success with a higher R-square value of 29%.

The empirical findings from this study have advanced support to many theoretical contributions. To start with, even though there have been several studies that investigated the entrepreneurial success. Thus, this study addressed the important theoretical research gap by incorporating the different dimensions of career success as dependent variables. Secondly, the study theoretical framework has also provided additional support to the use of Theory of Planned Behaviour (1985) and the two supporting theories in this study that are the Implicit Theories of Intelligence (1985) and the Goal Contents Theory (2000).

Furtherance of the theoretical contributions the study provided, the findings from this research offered significant practical implications to the cosmetics entrepreneurs on

how to improve their career success. Lastly, several future research directions were drawn based on the study limitations.

Previous studies conducted on entrepreneurial success in Malaysia are limited to specific states and focused on different industries in Malaysia. However, this study had focused its data collection across Malaysia with specific target on cosmetic industry entrepreneurs, thereby widening the scope of research on entrepreneurial success in Malaysia. In terms of career commitment the findings show that entrepreneurs who have some particular mindsets or facets such as making their career a central interest in their life, envision the entrepreneur career to be vital to their self-image, and so on tend to have a higher career commitment and subsequently, entrepreneurial success. In addition, the framework of this study may assist the government to fast-track the economic development in the country.

By employing the result of how the examined behavioral factors namely career commitment affects entrepreneurial success, it can be guidance on the policy formulation as well as training and programs of government. That is, in developing new cosmetics entrepreneurs, the outcome of this study could be employed by government or relevant ministries or departments to identify and providing the necessary training and support programs to venture more participants into entrepreneurship. Furthermore, the result would be useful to optimize the performance of existing entrepreneurs in Malaysia by presenting effects of entrepreneurial success in the cosmetics industry. This could also be extended to other entrepreneurial industries in Malaysia.

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Moreover, concerning the method adopted for data collection, the study employs a cross-sectional study approach whereas, cross-sectional data does not allow the drawing of causal inferences concerning the hypothesised relations. Therefore, future studies may employ a longitudinal research design to bring to light the causal linkage between career success and the behavioural factors.

Other limitation that needs to be addressed in the future is concerned with the number of respondents employed in the analysis for this study. Considering the response rate of about 50%, although adequate for analysis, effort should be made towards increasing the number of response rate in order to improve the sampling size and probably present better and more robust results. Consequently, future research relating to the domain of entrepreneurship should consider other techniques of data collection aside the online survey in order to cover a large sample of cosmetic entrepreneurs. However, this research was strengthened through the use of comprehensive review of past studies.

Finally, the study also expresses a limitation concerning the scope of future studies that is the number of variables should be increased to capture more factors that are relevant determinants of entrepreneur career success. This is achievable through literature review or via validation by experts to confirm the additional relevant factors. This can then be employed to develop a more detailed framework that entails all relevant factors determining success of entrepreneurs. Then, the extent of the effect of these variables could be examined through an inferential analysis.

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