

ARE HUMBLE SALESPEOPLE MORE SUCCESSFUL? EXAMINING THE INFLUENCE OF HUMILITY ON PERCEIVED MENTORING SUPPORT AND CAREER SUCCESS

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Abstract

Are humble salespeople more successful in their career? This study examines the relationship between humility and career success among life insurance sales agents. Perceived mentoring support from supervisors is also investigated as a mediator in this relationship. The sample of 395 life insurance sales agents was drawn from a major life insurance company which occupied the largest market share in Thailand between 2011 and 2017. Based on structural equation modeling (SEM) analyses, the results showed that humility had a direct positive effect on the perceived career success of the life insurance sales agents. In addition, this effect was partially mediated by perceived mentoring support from supervisors. These results suggest that it is important for organizations to look for certain personality traits among applicants during the recruitment and selection process which may in turn serve as a basis for improved job fit, and also emphasizes the development of leadership and supervisory competencies in promoting career success among employees.

Keywords: Life Insurance Sales Agents, Humility, Perceived Mentoring, Career Satisfaction

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1. INTRODUCTION

Among sales careers, life insurance sales is an increasingly popular career choice in Thailand. The growth in insurance sales job opportunities can be attributed to several factors including an aging population and concerns regarding long-term savings. According to The Thai Life Assurance Association (2017a), the number of insurance sales agents rose by 4% from 49,050 to 51,018 in 2016. Indeed, sales agents remain the principal channel for the sales of life insurance products in Thailand. In 2017, earnings of life insurance companies totalled 208,074.20 million baht, 47.21% of which came from insurance premiums (The Thai Life Assurance Association, 2017b). However, it has been reported that a significant number of life insurance agents have abandoned their career. In particular, many new agents have struggled to earn sufficient income and have switched to other jobs. Furthermore, life insurance sales agents frequently encounter failure, rejection, and indifference from their prospective clients (Seligman & Schulman, 1986). One crucial issue that should be considered in order to make progress in this industry is to determine if these sales agents are the right fit for their jobs. According to the extant literature, several factors can contribute to one's career success including personality traits and perceived mentoring support. These factors are not mutually exclusive but may depend on each other.

It goes without saying that an individual is always expecting to progress in his or her career. Indeed, career advancement is an important measure of life success that can bring recognition and social status (Abele & Spurk, 2009). One's career success can be operationalized either objectively or subjectively (Heslin, 2005). Objective career success refers to one's material success in terms of salary growth and promotions. In contrast, subjective career success is usually defined more broadly in terms of one's satisfaction with one's career which may include opportunities to engage in work that one loves and positive perceptions regarding one's work life balance (Hughes, 1937; Greenhaus, 2003). Although these terms are used interchangeably in the literature, the focus of this research is one's own career satisfaction.

Among several factors, organizational success has been proposed as an important contributing factor in one's career advancement as it can indirectly contribute towards employee success by way of providing instrumental support, and creating organizational efficiency, as well as providing a proper work environment (Judge, Higgins, Thoresen, & Barrick, 1999). In turn, if employees are successful in their jobs, this can provide inspiration to work to their fullest for the good of the organization. Organizations should thus try to provide incentives to motivate their salespeople because their performance can directly affect the firm's performance (Jiménez, Posthuma, & Campion, 2013).

One issue that deserves attention is the role of the person-job fit. In sales careers, it is important to consider what personal characteristics and qualities can help them to succeed (Grant, 2013). Past research indicates that extraversion or a proactive personality, i.e. possessing social skills, activeness, assertiveness and liveliness, are relevant factors in a sales career (Jackson, 2001). Empirically, extraversion is said to be a valid predictor for managers and sales associates (Barrick & Mount, 2005) as these jobs involve extensive interaction with employees and customers, respectively (Fuller & Marler, 2009). However, past research has also reported mixed findings indicating that extraversion, if too high, may not influence work performance as intended, as high levels of such traits could border on aggressiveness and be seen as a lack of courtesy when interacting with customers. In fact, it has been suggested that when people possess the correct level of certain qualities, they would be more effective in their respective work roles, i.e., persuading customers and closing a business deal. Furthermore, it should be acknowledged that extraversion is not always effective. For example, an investigation of the relationship between personality traits and sales effectiveness of life insurance sales agents of a large company in Poland during 2011-2014 revealed that extraversion predicted job performance in terms of the ability to socialize; but that the trait relationship was not correlated to the life insurance

agents' sales efficiency (Janowski, 2018).

In this study, humility is proposed as an important personality trait that may lead to sales success in the context of Thailand, where collectivism and social cohesion are valued (Hofstede, Hofstede, & Minkov, 2010). Being humble means that one is willing to accept his or her own mistakes, to listen to the feedback or opinions of others while also being able to appreciate the success of other people (Owens et al., 2013). At the macro level, humility can assist companies in achieving outstanding results as it enhances the company's ability to understand what customers need and to respond properly to external threats and opportunities. Furthermore, humility helps teams and leaders to avoid problems of self-satisfaction and excessive confidence or narcissism (Vera, D., & Rodriguez-Lopez, A, 2004).

Apart from personality traits, it has also been suggested that mentoring plays an important role in the success of a salesperson's career (Miao, Evans, & Li's, 2017). Research has shown that individuals receiving mentoring are more likely to succeed in their jobs (Allen, Eby, Poteet, & Lentz, 2004). Mentoring is likely a result of positive relationships between mentors and employees who share similar interests, inspirations, or career opportunities (Noe, 1988). Moreover, several studies have revealed that perceived mentoring support helps enhance one's career satisfaction (Eby, Allen, Evans, Ng, & DuBois, 2008), increase one's salary

growth and promotion opportunities (Allen, Eby & Lentz, 2006), and may even lead to a reduction in labor turnover (Hartmann et al., 2013). In a study of life insurance sales agents in the northern region of Malaysia, mentoring support from managers during training helped to boost the confidence of mentees, in turn improving the overall customer service quality of the employees (Piaralal, Bhatti, Piaralal, & Juhari, 2016).

However, perceptions of mentoring support and employees' personality traits are also causally related. Previous research indicates that the personality traits of employees can predict whether one receives mentoring support from supervisors and also whether it could determine their career success (Bozionelos, Bozionelos, Polychroniou, & Kostopoulos, 2014). Lounsbury, Foster, Levy and Gibson, (2014) have confirmed the importance of mentoring and individual personality traits on the success of life insurance sale agents across a broad range of situations. Emerging research also suggests that humility and perceived mentoring have a certain degree of impact on career success (Rego et al., 2017; Chiu, Owens & Tesluk, 2016).

Taken together, the present research aims to contribute to the literature by being the first to examine whether the quality of humility in insurance sales agents could lead to greater career success. In so doing, it considers the mediating role of perceived mentoring support. The

current research differs from past studies by considering an understudied variable (i.e., humility), which is believed to fit well with the local context.

2. LITERATURE REVIEW AND HYPOTHESES BUILDING

2.1 Career Success

Career success can be defined as 'the attainment of an object according to one's desire,' and 'the prosperous achievement of something attempted.' (Oxford English Dictionary, 1989). The first meaning suggests a form of success that is personally desirable, while the second suggests a form of success prosperity that is likely to rely on social comparisons. In short, career success is one outcome of a person's career experience which can be further defined as the accomplishment of desirable work-related outcomes at any point in a person's work experiences over time (Arthur, Khapova & Wilderom, 2005).

Factors that affect career success can be divided into those of human capital and those of an organizational level. The studies emphasizing human capital identify personal factors such as, education level and work experience (Wayne, Liden, Kraimer, & Graf, 1999), proactive personality (Seibert, Crant, & Kraimer, 1999), occupational self-efficacy (Abele & Spurk, 2009), competence, and self-esteem, as well as some features of socio-demographic status and individual differences (Ng, Eby, Sorensen & Feldman, 2005), while

organization-level factors include resource availability, organizational sponsorship (Ng, et al, 2005), and supervisor sponsorship (Wayne, et al., 1999). These factors have been empirically studied with general employees (Nabi, 2001), managers (Aryee, et al., 1994), and executive managers (Judge, Cable, Boudreau, & Bretz, 1995).

As briefly discussed earlier, objective career success measures involve material success in terms of pay and promotions and may not truly reflect the happiness of a person, while subjective career success is defined as the individual's feelings of accomplishment and satisfaction with their career (Arthur, Khapova, & Wilderom, 2005; Shockley, Ureksoy, Rodopman, Poteat & Dullaghan, 2016). Although sales agents are more likely to define success in terms of the money they earn rather than the intrinsic rewards of the work itself (Melamed, 1995), this research focuses on employees' subjective career success (i.e., career satisfaction), which measures each person's satisfaction based on his/her own views and also the level of skill they possess for performing their work effectively (Ng & Feldman, 2014). This may include consideration of one's career growth, perceived training opportunities, work-life balance and the challenges in one's work (Shockley, et al., 2016).

Subjective career success is multifaceted. People change their careers throughout their course of life to match different aspects of their lives (Shockley, et al., 2016). Each

person has different levels of satisfaction depending on their own characteristics (Heslin, 2005). Nevertheless, subjective criteria have increasingly been adopted within career success research over the last decade (Greenhaus, 2003). Accordingly, the current study aims to measure career success using the career satisfaction variable.

2.2 Humility and One's Career Satisfaction

Humility has been defined as the behavior and expressions of individuals that reflect humbleness including the willingness to view oneself accurately, the appreciation of others' strengths and contributions, teachability, and openness to new ideas and feedback (Owen & Mitchell, 2013; Rego, Owens et al., 2013). That is, people with humility tend to admit mistakes and accept criticism from others and adapt to recommendations to improve. Therefore, humility can convey the characteristics of moderate self-views, low self-focus, open-mindedness, and pro-social motivation, which can confer adaptive advantages in terms of personal growth and social support (Dahlsgaard, Peterson, & Seligman, 2005).

Humility has been found to influence creativity via knowledge sharing (Tuan, 2019). Humility in leaders has also been found to have a relationship with the positive outcomes of followers, teams, and organizations regarding performance

(Owens & Hekman, 2016; Zhang, Ou, Tsui, & Wang 2017; Rego & Simpson, 2018). In fact, humility is already one of the personality traits that many organizations seek from job applications (Argandona, 2015; Aziz, 2019). Accordingly, the present research has set the first hypothesis for the study as follows.

Hypothesis 1: Humility has a direct effect on the career satisfaction of life insurance sales agents.

2.3 The Mediating Role of Perceived Mentoring Support

Perceived mentoring support can be viewed in terms of the social exchange relationship between the supervisor and subordinate, comprising two specific types of mentoring benefits that subordinates receive, namely, (1) career-related support and (2) psychosocial support. Career-related support includes providing challenging assignments, coaching, sponsoring one's career advancement, fostering positive organizational exposure and visibility, and protecting protégés from adverse organizational forces. Psychosocial support involves sharing personal problems, providing recognition and friendship, and providing confirmation and confidence in mentees' behavior.

It should be acknowledged that a mentor or supervisor plays a crucial role in the development of employees' career paths. Mentoring can enhance the career opportunities of employees. A mentor could be a senior employee, possibly a supervisor, with a high

level of experience. Mentors provide support, direction, and feedback to their junior mentees or protégés regarding their career plans and interpersonal development, also helping to increase their visibility in terms of the ability to participate in decision-making (Noe, 1988). In brief, mentors have been defined as people who are regarded as an important development tool in supporting people towards career success (Grima, Paillé, Mejia, & Prud'homme, 2014).

The discussion above regarding the importance of mentoring is consistent with the Ability Motivation Opportunity (AMO) Theory, which posits that for a person to be proficient in their job, he or she must have the correct skills, competence, and motivation to perform their work, while also having the opportunity to use their skills and competencies to perform their work effectively (Boxall, 2003; Delery & Roumpi, 2017). Mentors can readily provide all of these factors. First, through proper mentoring, mentors can provide mentees with the skills that they may be lacking, allowing them to develop the correct skill set for their job. In the context of sales, this could mean teaching mentees how to approach customers and present products in an informational, yet unobtrusive way. Secondly, mentors can play an important role in motivating employees to strive for their goals especially when employees may have a tough time in their working role. Thirdly, mentors can provide mentees with the opportunities to practice their

learned skills and competencies. This may include introducing them to new clients or even higher-ups in the organization so that their visibility can be enhanced, and they may be properly recognized.

There are several factors that allow one to have access to mentoring opportunities. Understanding these different factors is necessary as it will enable high quality human resource development and provisions of support for employees in optimizing the relational resources needed to survive in a hypercompetitive work environment (Ghosh, 2014). Among the many factors, Kram (1985) reported age as an important factor in the mentor-mentee relationship. In particular, it was found that a mentee who is younger than the mentor is likely to receive greater benefit from the mentoring relationship. This is plausible as a young person is likely to receive more empathy and compassion from those who are older.

In this research, perceived mentoring support is expected to be a mediator in the relationship between humility and one's career success. Indeed, the development of the relationship between a mentee and mentor is found to be significantly influenced by the formers' personality traits (Bozionelos, Bozionelos, Polychroniou, & Kostopoulos, 2014). For example, research by Turban and Dougherty (1994) indicates that an adaptive personality positively impacts one's career attainment. Apart from such traits, it is expected that humility could be another important factor. This study considers

how humility could lead to more mentoring, or, in other words, why humble mentees are well-liked by their mentors.

First, as indicated, humble mentees tend to admit mistakes and are more willing to listen to the feedback from others, be it positive or negative. As such, humble mentees will be willing to learn new techniques or new ways of performing their work from mentors. Such an important quality will likely make mentors feel that their mentoring is worth their time. Without the ability to listen (i.e., teachability), it would be very difficult, if not impossible to provide coaching to the person in question. Secondly, and more importantly, humble mentees are those who show a sincere appreciation for others' contributions. Thus, when mentors provide mentees with life- or work-related coaching, it is likely that humble mentees will show proper appreciation for the mentors' kindness and generosity. Consistent with this line of work, a recent study by Chen and colleagues (2021) indicated that showing one's gratitude to one's supervisors (e.g., saying 'thank you') can determine whether one will receive mentoring from the supervisor, and also whether one will succeed in one's career. Based on these arguments and empirical evidence, the second hypothesis is proposed as follows.

Hypothesis 2: Perceived mentoring support mediates the relationship between humility and career satisfaction.

3. METHODOLOGY

3.1 Sample and Data Collection

The sample group used in the study consisted of life insurance agents in Thailand covering all seven regions of the country, comprising Bangkok and its vicinities, North, Central, East, West, Northeast, and South. These life insurance agents were recruited for the study from the insurance company ranked number 1 by market-share for 7 consecutive years from 2011 to 2017. Multistage

sampling was conducted. First, a cluster random sampling was applied; sampling from the 7 geographical regions of Thailand, while simple random sampling was performed in the second step. The research tool used in the present quantitative research was a closed-ended questionnaire divided into two main parts: general information of the respondents, and factors that affect their career success.

An online questionnaire was sent through the Line Groups of Life Insurance Agents in the prospective 7

Table 1 Demographics of Life Insurance Sales Agents Respondents

	Information	Number	Percentage
Sex	male	136	34.4
	female	259	65.6
Age (year)	below 26	15	3.8
	26 - 30	41	10.4
	31 - 35	51	12.9
	36 - 45	159	40.2
	46 - 55	82	20.8
	above 55	47	11.9
	Levels of sale rep.	general	262
from the boss level up		133	33.7
lower than Bachelor's degree		12	3.0
Education	Bachelor's degree	306	77.5
	Master's degree	74	18.7
	Ph. D.	3	0.8
	Bangkok and its vicinity	14	3.5
Regions working in	North	126	31.9
	North-East	26	6.6
	Central	22	5.6
	South	154	39.0
	East	46	11.6
	West	7	1.8
	Less than 1	18	4.5
Work experience (years)	1-9	229	58
	10-18	103	26.1
	19-27	33	8.4
	28-37	12	3
Total		N = 395	100

regions with a total of 1,100 recipients, including Bangkok and its vicinity (330), the North (220), Central (85), East (110), West (95), Northeast (100), and South (160). Data collection had two steps and took a total of 60 days. During the first 30 day period from September 5 to October 4, 2019, 276 responses were returned, which was an insufficient number for the data analysis. Subsequently, during the second 30 day period, from October 5 to November 6, 2019, a further 119 responses were returned making a total of 395, and representing a 36% response rate. The personal data of the respondents are described in Table 1. Results of the demographic data of the respondents showed that more than half of the respondents were female (65.6%). The majority of the respondents' aged between 36 and 45 years old (40.3%). Most were working as general sales agents (66.3%), while 77.5% had earned a bachelor's degree, the majority of respondents worked in the southern region (39%), and most had work experience of between 1 and 9 years (58%).

3.2 Measuring Instrument

All 25 items used in the survey questionnaire were adapted and developed based on an extensive literature review. In this study, since all the measures were in English, back translation was used (Brislin, 1970). Specifically, all original English versions of the scales were translated into the Thai language by the study

authors. Each performed a separate initial translation after which the two versions were compared and the differences in translation were resolved. The translated questionnaire was then given to another translator who then back-translated the items into English. The original English version was then compared with the back-translated version to determine any discrepancies. The process did not reveal any noteworthy discrepancies in the translation. All measurement items are shown in Table 2.

Career satisfaction (5 items) measurements were adapted from Greenhaus, Parasuraman and Wormley (1990). These items were based on a five-point scale ranging from 1= strongly disagree to 5 = strongly agree ($\alpha = .92$).

Humility (5 items) items measured the respondents' humility personality trait and were adapted from Owens, Johnson and Mitchell (2013). These items were based on a five-point scale ranging from 1 = strongly disagree to 5 = strongly agree ($\alpha = .85$).

Perceived mentoring support (11 items) measured the respondents' perceptions of the mentor role with the mentor scale being adapted from Ragins and Cotton (1999). These items were based on a seven-point scale ranging from 1=strongly disagree to 7 = strongly agree ($\alpha = .98$).

3.3 Data Analysis

The study hypotheses were tested using structural equation modeling

(SEM) in Mplus Version 7.2 (Muthén & Muthén, 1998-2012). The estimation of the maximum likelihood method (ML) was used. This method was chosen because the observed variables in the analysis were continuous and had a normal distribution, which is accurate in estimating parameters (Issarat Rinthaisong, 2015). In case the analysis results showed inconsistency with the hypothesis model and empirical data, adjustment would be possible following a new model

Table 2 Factor Loadings, AVE and CR

Measurement Items	Factor Loadings
Humility: AVE = 0.51, CR=0.89	
1. I actively seek feedback even if it is critical.	0.46
3. I acknowledge when others have more knowledge and skills than me.	0.54
4. I take notice of others' strengths.	0.58
5. I often compliment others on their strengths.	0.76
6. I show appreciation for the unique contributions of others.	0.82
7. I am willing to learn from others.	0.80
8. I am open to the ideas of others.	0.80
9. I am open to the advice of others.	0.84
Perceived Mentoring Support: AVE=0.81, CR=0.97	
1. Sponsorship	0.92
2. Coaching	0.95
3. Protection	0.93
4. Challenging assignments	0.94
Perceived Mentoring Support: AVE=0.81, CR=0.97	
5. Exposure and visibility	0.95
6. Friendship	0.96
7. Socialization	0.71
8. Parenting	0.80
9. Role model	0.90
10. Counseling	0.94
11. Acceptance	0.84
Career Satisfaction: AVE= 0.71, CR=0.92	
1. I am satisfied with the success I have achieved in my career.	0.83
2. I am satisfied with the progress I have made toward meeting my overall career goals.	0.93
3. I am satisfied with the progress I have made toward my goals for income.	0.90
4. I am satisfied with the progress I have made toward my goals for advancement.	0.80
5. I am satisfied with the progress I have made toward my goals for the development of new skills.	0.71

developed by using the theory and model modification indices of Kline (2011), to ensure that the hypothesis model was consistent with empirical data.

Data analysis was conducted in a two-step procedure recommended by Anderson and Gerbing (1988). First, the validity and reliability of the study variables were examined via confirmatory factor analyses (CFAs). Second, the hypotheses were examined via a structural equation model. Several indices were used to assess the model fit, including the overall model chi-square, the comparative fit index (CFI), the Tucker-Lewis Index (TLI), and the root mean square error of approximation (RMSEA). The criteria used to indicate a good fit are a CFI and TLI of above 0.90 (Hu & Bentler, 1999), and RMSEA between 0.05 and 0.08 (MacCallum, Browne, & Sugawara, 1996).

4. RESULTS

4.1 Factor Loading, AVE and CR

The factor loadings are required to be above a recommended value of 0.40 (Brown, 2006). Since the factor loading of item 2 in HM (This person admits it when he/she does not know how to do something) was at 0.25,

which is lower than the criteria set, it was then deleted. The accepted items with factor loadings of the construct above 0.40 are shown in Table 2, with factor loadings ranging from 0.46 to 0.96. Furthermore, the average variance extracted (AVEs) was found to range from 0.51 to 0.81, exceeding the recommended value of 0.50 (Fornell & Larcker, 1981). Composite reliabilities (CR) ranging from 0.89 to 0.97, also exceeded the recommended value of 0.60 (Bagozzi & Yi, 1988).

As shown in Table 3, the adjusted measurement model (with Humility item 2 deleted) was examined again. The results showed that this model had a good fit to the data ($\chi^2 = 2845.823$, $df = 975$, $p < .001$; CFI = .92; TLI = .92; RMSEA = .07). The proposed adjusted measurement model was thus accepted as the best fitting model.

4.2 Descriptive Statistics and Correlations

As shown in Table 4, the results of the Pearson correlation coefficient between the variable pairs were found to be in the same direction, i.e. all the observed variables had a positive correlation with a correlation coefficient between 0.108 and 0.927 and were at a statistically significant level.

Table 3 Comparisons of Measurement Models

Model	χ^2	df	P-value	RMSEA	CFI	TLI
Original	2947.927	1020	0.000	0.069	0.92	0.92
Adjusted	2845.823	975	0.000	0.070	0.92	0.92

Note. $N = 395$

Table 4 Means, Standard Deviations, and Correlations

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Humility	(0.856)												
2. Sponsorship	.250**	(0.958)											
3. Coaching	.280**	.927**	(0.950)										
4. Protection	.223**	.843**	.869**	(0.959)									
5. Challenging	.259**	.833**	.881**	.862**	(0.961)								
6. Exposure	.228**	.835**	.853**	.886**	.907**	(0.965)							
7. Friendship	.214**	.839**	.859**	.877**	.865**	.888**	(0.963)						
8. Socialization	.178**	.671**	.672**	.684**	.647**	.698**	.735**	(0.904)					
9. Parenting	.186**	.696**	.692**	.711**	.705**	.722**	.767**	.729**	(0.957)				
10. Role Model	.187**	.777**	.814**	.793**	.814**	.807**	.853**	.660**	.783**	(0.972)			
11. Counseling	.208**	.832**	.871**	.834**	.872**	.862**	.883**	.675**	.767**	.922**	(0.983)		
12. Acceptance	.212**	.720**	.745**	.726**	.759**	.790**	.807**	.682**	.683**	.769**	.788**	(0.962)	
13. Career Satisfaction	.279**	.344**	.342**	.266**	.291**	.306**	.241**	.251**	.211**	.264**	.267**	.317**	(0.921)
M	4.04	3.87	3.74	3.55	4.38	5.16	5.15	5.09	5.31	5.21	5.35	4.54	4.61
S.D.	0.704	0.702	0.635	1.005	0.492	1.663	1.624	1.727	1.632	1.683	1.75	1.792	2.025

Note: ** $p < 0.01$

4.3 The Structural Model: Hypothesis Testing

As strong support was found for the validity and reliability of the measuring instruments, the structural model was then examined. The standardized parameter estimates, and explained variance (R^2) in all the analyses that follow are displayed in Table 4. As shown in Figure 1, the results of the direct effects showed that humility was positively related to perceived mentoring support ($\beta = 0.282, p < .001$). This could explain about 8% of the variance in perceived mentoring support.

The results showed that the

perceived mentoring support was positively related to career satisfaction ($\beta = 0.238, p < 0.001$), while humility was also positively related to career satisfaction ($\beta = 0.235, p < 0.001$). Together, these variables explained about 14.3% of the variance in career satisfaction. These findings provide support for Hypothesis 1. Furthermore, these results showed that there was an indirect effect of humility via perceived mentoring support on career satisfaction ($0.067; SE = 0.021; 90\% \text{ CIs } [0.037, 0.108]$). These analysis results provide full support for Hypothesis 2, as shown in Table 5.

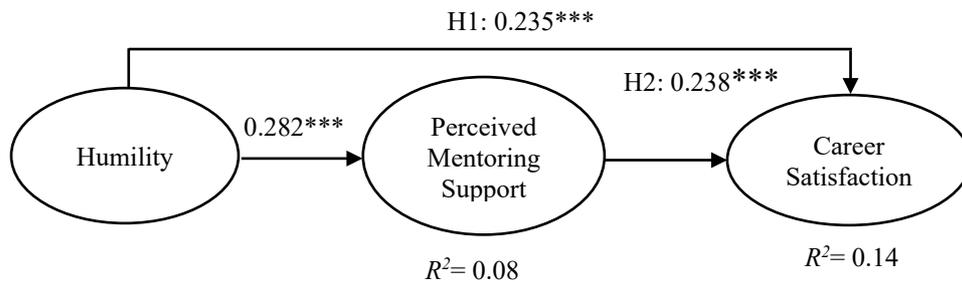


Figure 1: The Structural Equation Modeling (SEM) Results

Note: *** $p < .001$

Table 5: The Structural Equation Modeling (SEM) Analyses

Estimated Paths	Effect	S.E.	95% CIs	
			Lower	Upper
Humility --> Career Satisfaction	0.235***	0.060	-	-
Humility --> MEN --> Career Satisfaction	0.067**	0.021	0.037	0.108
Explained Variance (R^2)				
Perceived Mentoring Support	0.080**	0.032	-	-
Career Satisfaction	0.143**	0.040	-	-

Note: MEN = Perceived Mentoring Support, CIs that excludes zero indicates that the conditional indirect effects are significant; * = significant indirect paths [95% CI] ** $p < .01$, *** $p < .001$

5. CONCLUSION AND DISCUSSION

This research aimed to study the relationship between humility and career satisfaction by investigating the sequential mediating role of perceived mentoring support among life insurance agents in Thailand. The results show that humility has a positive and direct influence on career satisfaction, while perceived mentoring support also played an important mediating role in influencing career satisfaction. This first finding is inconsistent with previous studies describing humility as a personality that expresses acceptance of one's own abilities, and self-confidence, as well as acceptance of the talents of others (Owens, 2013) -but not depriving oneself-, being generous, and being focused on others (Morris & Urbanski, 2005). People with such personalities are self-adapting, positive in work attitudes, organizational bonds, and satisfied in their job (Vera & Rodriguez-Lopez, 2004). Humility has also been found to create a positive impact on colleagues (Chiu, Owens & Tesluk, 2016) and therefore enable productivity, satisfaction, and career success (Nielsen & Marrone, 2018). In this research study, humility is seen as a personality trait that corresponds well to the job of insurance sales agents, by helping individuals to learn and develop themselves, as well as to accept the talents of others; it therefore enables working well with others. In the same regards, the quality of efficiency, as well as acceptance of

other people's opinions convinces customers to have a better impression on the life insurance agents. It is recommended, however, that future research studies investigate other personality traits or those opposite to humility to compare career satisfaction levels in order to extend this knowledge and apply the research results to career selection.

The second finding that perceptions of counseling advice or activities, which are the mediating variable between humility and career success, shows that humility makes individuals open to learning and listening to the opinions of others. Being overseen by a supervisor who provides counseling has been found to result in individual career satisfaction. Past research suggests that mentors can also influence mentees' performance via their psychosocial support by suggesting ways to work and can provide career support from their experience and expertise for career development and positive results (Kram, 1983; Ragins & Mcfarlin, 1990), contributing to the driving of career satisfaction (Scandura & Ragins, 1993). These finding are consistent with previous studies showing that employees supervised by a mentor are provided with the opportunities to be successful in their careers (Allen, Eby, Poteet, & Lentz, 2004) and career success stems from the relationship between the mentor and employees. When the mentor's work experience is shared with employees they are inspired or given opportunities to work, such that they are more likely to earn career

satisfaction and as a result obtain subjective success; the role of mentoring is vital to career success (Eby, Allen, Evans, Ng & DuBois, 2008). It is therefore, suggested that organizations should give priority to supervisors in allowing them to develop higher potential and leadership so that this capacity will consequently affect the responsiveness of the followers leading to their career success (Bass, 1985).

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