



THE IMPACT OF CAREER ADAPTABILITY ON JOB CONTENTMENT, WITH MEDIATING ROLE OF ORGANIZATIONAL SUPPORT AND MODERATING EFFECT OF SELF-EFFICACY

Iqra Rasheed, Supervised by Dr. Sarah Anjum

KeyWords

Career Adaptability, Career Concern, Career Control, Career Confidence, Career Curiosity, Job Contentment, Self- Efficacy and Organizational Support.

ABSTRACT

The main goal of this study is to determine how Career Adaptability affects Job Contentment. Career Adaptability has a significant effect on Job Contentment, according to literature on the topic. It was also looked into how self-efficacy acted as a moderator and how organizational support acted as a mediator. 200 employees in the automobile sector provided information via online questionnaire. Using SPSS version 20, correlation and regression analysis is done to evaluate the hypothesis. The statistical study revealed a substantial positive association between self-efficacy and job contentment as well as a significant positive relationship between career adaptability and job contentment. The study's findings suggest that organisational support completely mediates the link between career adaptability and job contentment.

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In the technological world, many companies and their organizations were dealing with everyday challenges to maintain a reputation in the market. As global competition is increasing in today's business environment. It has become unpredictable and more dynamic (Alavi, Wahab, Norhamidi, Shirani, 2014). The twenty-first century has seen a surge in global invention, as well as an increase in the degree of competition. The employees who are more loyal to their organization are commonly valued by employers in their organization. Workers mainly staff of any organizations are found to be more attached with their companies express high output at the workplace because they know that their organization care about their well-being that's why they show reduce leaves, and have a low chance of leaving their job in the organization (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mow Day, Porter, & Steers, 1982). Likewise, employees generally were anxious about their company devotion to their well-being. When organization values their employees they get benefits like high pay, sabbatical leaves, bonuses, respect, vacation and much more which in turn they try to perform better their jobs and duties in the given time period. The practice of exchanging things with others for two parties' same goals and same core benefits allows all the employees and employers to reconcile their different characteristic which leads to employee retention. Other perspective on getting glance of the company support from their workers view on getting POS. This explain that all workers care about their well-being and they perform better when the organization care regarding progress (Eisenberger, Huntington, Hutchison & Sowa, 1986). The objective of this research is to know how organizational support creates an impact on employees job contentment in automobile sector. Literature shows impacts on job contentment through using different variables , specifically I used some psychological constructs like career adaptability and self- efficacy with organizational support to verify the impacts on job contentment.

For every organization it is truly essential to accomplish its goals and also cares for its employees career and satisfaction. When the employees of the organization will be satisfied with their career management and job then there will be a positive impact on overall performance of the organization. I chose automobile sector because it has expanded over the past ten years at a starling rate. In Pakistan, automobile sector is crucial to the country's financial development. One of the appealing sector for recent business graduates is automobile sector. However the problems people facing after entering the automobile industry have an impact on their job satisfac-

tion. Numerous opportunities were created in automobile zone as a result of the entry of private and multinational automobile organizations. Numerous capable, skilled and knowledgeable employees were hired by these private and global organizations. Consequently it is deemed important to organize a study related to the career and satisfaction in the automobile sector.

Due to this performance, the automobile sector has experienced significant profits issues, and productivity has suffered greatly. Employee dissatisfaction with their jobs is one of the reasons they are not dedicated to the organization. It is proof that when workers are happy in their occupations, they are committed to the organization's goals.

Employees that are happy in their occupations tend to be more focused on their work. They view their occupations as meeting more of their personal needs when they are content with them. Job satisfaction promotes effective organisational loyalty, which lowers earnings and absences.

1.2 PROBLEM STATEMENT

According to Aycan, et al. (2000), Pakistan considered in those countries in which organizational departments was ignored. According to Khuwaja (2012), human resource management is commonly neglected factor and variable in our country organizational in a time of competitiveness and globalization and urgently need attention. Ever increasing turn over intention leads to monetary loss and bad image in public eyes, the simplest example I found so far is that the high amount of money and time is spend for hiring replacement employees, succession training expenses, and expenses related to the time before an intentional departure from organization staff will be less productive at that time, and public relations will be more expensive, therefore employee's career management is important for the organization in order to retain them and their job satisfaction. According to Zahra et al. (2013), as the number of firms rises, so too do the characteristics of business education. The organization's advertising is one of the key determinants. This research attempts to test how roles of career adaptability affect the organizational support and its relation with job contentment. Therefore, this study is important to know how career adaptability affect job contentment, with the help of organizational support and self-efficacy.

1.3 PURPOSE OF MY RESEARCH

- To identify how career adaptability effects job contentment.
- To investigate the mediating role of organizational support between career adaptability and job contentment.
- To examine the moderating influence of self-efficacy on the relationship of career adaptability and job contentment.

1.4 RESEARCH QUESTIONS

- Q1. What is the basics of career adaptability and its effect on job contentment?
- Q2. How organizational support influence the relationship of career adaptability and job contentment?
- Q3. Whether self-efficacy strengthens or weakens the relationship of career adaptability and job contentment?

1.5 SIGNIFICANCE OF THE STUDY

This research is significant because it can help HR managers to suggest actions or tactics that can promote employee loyalty to and trust in the organisation. The results of this study will make it easier for banking sector management to comprehend the potential reasons and aspects that influence organisational loyalty and job satisfaction, after which management must develop the plans in line with those findings.

This study will give management the opportunity to be better aware of employee loyalty to the company and job satisfaction. Management will be able to retain the competent employees.

1.6 OPERATIONAL DEFINITIONS

1.6.1 CAREER ADAPTABILITY

A psychological concept called “Career Adaptability” refers to the tools people require to successfully manage their current and future transitions (Savickas, 1997, 2005). These resources serve as self-regulation techniques that allow people to develop and eventually use their self-concepts in their professional roles, thereby establishing their professional lives and careers (Koen, Jessie; Klehe, Ute-Christine; Van Vianen, Annelies E.M, 2012). Concern, control, curiosity and confidence make up the four dimensions of Career Adaptability (Savickas, 2005).

Career adaptability is illustrated by 4 Cs: Concern, that is the potential to link the past with the present and to empathically extrapolate in connection with the future; Control, that is the inclination to observe the future to be attainable; Curiosity, that indicate to the inspection of feasible intellectual and societal lucky chances; and Confidence, that permits an individual to be supportive on his or her own ambition and target without being affected by hurdles (Savickas & Porfeli, 2012).

1.6.2 JOB CONTENTMENT

Job contentment was described by Wayne et al. (2004) as an individual's evaluation of their position and working environment. It is the degree to which one feels favourably or unfavourably about the external aspects of a job. It is about, to put it simply, how employees feel about a variety of job characteristics. Employee appreciation, perks, working conditions, compensation, opportunities for advancement, supervision, and organisational policies are typical factors influencing job satisfaction. According to (Kaliski 2010) Job satisfaction is a sign of

a worker's sense of accomplishment and success at work. It has a direct impact on both worker wellbeing and productivity. Job satisfaction is defined as performing work that one enjoys and receiving compensation that meets one's needs and wants. Job satisfaction is a crucial component that fosters loyalty, advancement, and goal attainment, all of which result in a sense of fulfillment.

1.6.3 ORGANIZATIONAL SUPPORT

Employees who receive more organisational support are those employees who are prepared to put in a lot of effort on its behalf of their organisation. They have a strong sense of attachment to the organisation and their environment, respect the sense of belonging or partnership within it, accept with its objectives and give importance to their systems, and are likely to stay there. (Wright and Curtis, 2001)

1.6.4 SELF EFFICACY

The degree or strength of one's confidence in their own capacity to complete activities and achieve goals is known as self-efficacy (Ormrod, 2000). This may encourage people to select more difficult tasks and put up greater effort to overcome them (Bandura and Locke, 2003). Additionally, self-efficacy is a motivating concept that may influence a person's choice of activities, level of achievement, perseverance, and performance in a variety of circumstances (Zhao et al., 2005). According to the literature, job self-efficacy helps people to start self-regulating their motivational and cognitive resources as well as related courses of action in a variety of work scenarios (Brown, Ganesan, & Challagalla, 2001; Schaubroeck & Merritt, 1997; Wood & Bandura, 1989).

LITERATURE REVIEW

2.1 CAREER ADAPTABILITY

(Super & Knasel, 1981) strived the phrase “eagerness to get along with rotating task and job environment” as the first official definition of career adaptability. Career adaptability is treated as a seminal defensive aspect of growing from psychological wellbeing troubles (Ginevra et al., 2018). Career adaptability resources are the self-directing power or competencies that an individual might rely on for handling the unknown, perplexed, and indistinct complications furnished by provisional occupational duties, professional adaptations, and task pressure. These resources are not at the vital of the individual, they inhabit as the convergence of individual-in-ambiance. That's why adapt-abilities are psycho-social constructs (Savickas & Porfeli, 2012).

Hence, when occupational duties, professional transformation, or project failure arise, the adaptable individual is formed a concept of (a) transfiguring concerned about the occupational future, (b) holding control of making an effort to make ready for one's occupational future, (c) unveiling curiosity by seeking achievable oneself and future layouts, and (d) reinforcing the confidence to chase an individual's objectives. Expanding an employee's career adaptability resources or career adapt-abilities is an essential purpose in career guidance and mentoring

(Savickas & Porfeli, 2012).

Career adaptability is a psychosocial construct capturing employee's believes of their own-regulations competencies and capabilities for relation with present and predicted career variations and provocations (Savickas, 1997). Greater extent of career adaptability encourage workers to cope their job energetically (Raabe et al., 2007)

2.1.1 CAREER CONCERN

Career concern, which enables people to plan for the future and look forward, is the first source of career adaptability. People consider their prior occupations, potential future possibilities, and preferences for careers when they are aware of their future careers (Fouad & Bynner, 2008). The ability to connect current activities to the desired future is one of the main goals of career concern, which is induced through career planning, among other things (Savickas, 2005).

2.1.2 CAREER CONTROL

The second tool of career adaptability is career control, which empowers people to take charge of their future by being responsible and thoughtful when making decisions regarding their careers. Being more decisive while making decisions connected to one's work is facilitated by the conviction that one can control their career (Hartung, Porfeli, & Vondracek, 2008). As a result, professional control manifests as decisiveness and decision-making ability, which in turn sparks career curiosity about potential selves and alternate futures.

2.1.3 CAREER CURIOSITY

The third tool for career adaptability is opportunity exploration and considering how one's personality fits with various work settings, professions, and future possibilities. Exploring one's own knowledge, talents, and abilities, defining one's values, using various information-seeking techniques, debating the extrinsic versus intrinsic rewards of various possibilities, and analysing occupational information are all examples of career curiosity in action. As a result, it can be argued that having a realistic perception of oneself and their professional prospects is aided by career curiosity. This information makes it easier to make decisions later on that suit your needs and those of your workplace (Savickas, 2005).

2.1.4 CAREER CONFIDENCE

The perception of one's capacity to solve issues and get beyond barriers in order to achieve one's career goals constitutes the fourth factor in career adaptability. People with high levels of career confidence are less inclined to avoid challenging professional situations and are more likely to take an active role in problem solutions. According to Savickas (2005), having the ability to solve problems relating to one's job directly affects one's ability to engage in and succeed at vocational tasks and occupational transitions.

2.2 JOB CONTENTMENT

Job contentment can be explained as a cheerful or content psychological condition that outcomes from the evaluation of an individual's job or job involvement, This pragmatic emotion comes from the conception of an individual's task as accomplishing or empowering an individual's striking job standards to be matched, as long as these standards are reliable with an individual's requirements. Contribute that standards pertain to what one desires or make an effort to achieve a job (Padmanabhan, 2021). (Hoppock & Odom, 1940) demonstrates job contentment as the interrelated link of emotional, physical, and ecological events that encourage employees to accept that they are glad with their occupation. In addition, the duty of colleagues in the organization is considered as there is a consequence of different matters on a worker within the enterprise.

Social integration is described as the extent or gradation of encouraging association among colleagues, this is often considered in the classical studies as "group cohesion" and "social support" as well (McCloskey, 1990). (Vatankhah-Varnosfaderani et al., 2017) highlighted that connecting with the compatible and beneficial crowd of people is a prime requirement indemnifier and, if this requirement is not indemnified, then employees are not supposed to accommodate with the work condition. (Cook & Mandrillo, 1982) established that the conditional contribution aspect among colleague's correspondence is extremely correlated with the job contentment. (Hinshaw, n.d.) inaugurated that organizational and professional job contentment both are affected by crowd connection.

Job contentment is a conventional institutional attitude subject which has been obtained a lot of concentration (Parker et al., 2001). Job contentment is observed by the emotions regarding the job (Crossman & Abou-Zaki, 2003) Spector, 1997). These emotions motivate pragmatic and cheerful psychological condition when optimistic job objectives are enhanced (Locke & Sirota, n.d.). Broad effective practices in relation to the occupation enrich job contentment (Farh et al., 1990). This professional attitude boosts individual productivity, ensures physical and mental health, and boosts morale, all of which help people feel more satisfied with their lives and pick up new abilities more quickly (Moghimi, 2006). Employees that feel entitled to their achievements display enthusiastic conduct in respect to their working environment, which fosters a positive commitment to the company (Bufquin et al., 2017)

THEORIES EXPLAINING JOB CONTENTMENT

2.2.1 HERTZBERG TWO FACTOR THEORY

The Happening of Circumstances (Critical Incidents) Technique is the cornerstone of Hertzberg's 1968 two element theory of job satisfaction. The idea distinguishes between variables that make a job unsatisfying (hygiene factors) and satisfying (motivational factors). The following aspects of a job are inherently unsatisfactory or unhygienic: working conditions, administrative procedures, income, benefits, the actual work itself, supervision, peers, status, job security, and personal life. The motivating elements or satisfiers are independent of a work and

related to the self-actualization desire in Maslow's hierarchy of wants (Maslow, 1943). These elements include the potential for growth, progression, responsibility, and employment challenge. Because elements that promote job contentment differ from those that produce job discontentment, there is a difference between those who are satisfied with their jobs and those who are not. This means that the opposite of a job's contentment is a job's discontentment, not a job's contentment, and the opposite of a job's discontentment is a job's unhappiness, not a job's discontentment. As a result, contentment and discontentment are on distinct continua (Bhatti et al., 2016; Herzberg, 1968).

2.2.2 FULFILLMENT THEORY

The defender of this theory gauge contentment in terms of distinction an individual acquires or the extent to which his requirements are fulfilled. The primary principle of the cheerfulness of employees is to accomplish their desires and fulfilling their demands. Employees are satisfied when their desires are entirely attained. Specifically, the most an employee receives the more he is pleased and the less an employee receives the less he is happy. A superior position job or a fascinating job can content them too (Bhatti et al., 2016).

2.2.3 EQUITY THEORY

Although equity theory is primarily a theory of motivation, it does have some significant implications for understanding the causes of happiness and discontentment. This hypothesis was created by (Adam & Brady, 2013). The proponents of this theory believe that a person's sense of contentment can be gauged by looking at his or her consideration of equity, which in turn is determined by how well his or her input-output balance compares to that of others. An individual's input-output balance is the perceived ratio of what they take home from their job compared to what they give to it. According to this hypothesis, both inadequate and excessive incentives result in dissatisfaction. Underpayment results in emotions of unfair treatment, whereas overpayment results in uncomfortable and guilty feelings (Bhatti et al., 2016).

2.3 ORGANIZATIONAL SUPPORT

According to organisational support theory, when a company values and appreciates its employees, it presumes that the company would value and care for their happiness (Eisenberger et al., 1986). As a result, corporate funding might serve as a barometer for a company's altruistic approach (Lynch et al., n.d.). The social exchange theory by (Blau, 1964) indicates that a person supposed to have effective reacts in connection to an individual or group of individuals which will anticipate perquisites to them in particular situations.

Managerial practices which are encouraging and enlightening, such as furnishing considerate assessment or being convenient to talk about specific provocations at the job environment, motivate workers to modify their work edges (Leana et al., 2009).

According to the theory of (POS), employee's behavior and personality, prioritizing which play

part in gaining a higher level of welfare in the organization. All the Employees in general desire to maintain and to look after or care about the advantages and financial ties they experience in a mutually beneficial partnership that is typical in any firm (Park, Newman et al., 2016). The POS hypothesis asserts that workers' perceptions of their obligation to the welfare and goals increases, their performance improves, and their loyalty soars when they feel like their employer is on their side 2016 (Park et al.). Rhoades and Eisenberger (2002) state that when workers get encouragement from their coworkers or the organization's peers, they feel more accountable for the law and their work. Employees with strong perceived organisational support produce new ideas and have superior creativity, as well as have higher dedication and maximum performance (Shantz et al., 2016; Gupta et al., 2016; Vatankhah et al., 2016). The Employees with a higher Perceived organizational support are the employees They feel very strongly about the organization and their environment, they respect the feeling of belonging or partnership within it, accept with its objectives and give importance to their systems, and are likely to remain in it and the employees are finally, are ready to put up a lot of effort on its behalf of their organization. (Curtis and Wright 2001, p. 60) This Perceived organizational support is influenced by the organizational norms and practices, especially the organizational climate and their culture (Kaliprasad 2006), and is not an easy or job specific (Bashaw and Grant 1994). Next Hyter in 2007 define that personal commitment and organizational support have inverse relationship. Many studies have researches have shown the impact of content of job desire (e.g., Cotton and Tuttle 1986; Muchinsky and Morrow 1980; Tett and Meyer 1993; Trevor 2001) explain that employees when not feeling appreciated will leave the company. Content and pleased through their job role and tasks, their desire to resign increases or they may switch their job roles Walker (2001).

2.4 SELF-EFFICACY

Under the context of reinforcement theory, Kirsch would like to rename "perceived self-efficacy" as "expectancy for success in accomplishments situations." Both heavy and contextual immersion lack considerable self-command. Success is described as "a favourable or desirable outcome or result" in the common lexicon. The term "expectancy for success" designates a result expectancy, unless terms are being employed idiosyncratically. When used to describe assessments of operational capability, this term is misleading. Ironically, the ponderous phrase "expectancy for success in achievement scenarios" should be used instead of something more precise and short (Bandura, 1986). Self-efficacy may be a particularly prevalent personality trait in people. Self-efficacy is a concept that comes from the social learning theory and describes a person's confidence in their ability to complete a task (Bandura, 1986). Self-efficacy is particularly advantageous because it predicts employment opportunities (Bradley & Roberts, 2004). Additionally, self-efficacy appears to be a determinant of perceived career alternatives and persistence in a selected area, net of measures of personal aptitude (Lent, Brown, and Hackett 2000; Lent and Worthington 1999; Lent, Brown, and Larkin 1986, 1987). People are most likely to ac-

quire lifelong interests in pursuits they believe they are competent at. When self-efficacy is poor, people are more prone to believe they are only competent in a limited number of activities (Lent and Brown 1996; Brown and Lent 1996).

Reinforcing expectancies holds less potential for advancing our understanding of the nature and function of self-referent cognition than does the analysis of the many sources of efficacy information and how it is cognitively processed in the development of self-efficacy judgments (Bandura, 1986). Depending on how performances are cognitively evaluated, self-perceptions of efficacy frequently exceed historical performance attainments, rarely match them, and infrequently stay below them. When people are completely confident in their talents, they maintain their perception of self-efficacy and persevere tenaciously despite failing numerous times (Brown & Inouye, 1978). Another example of how unimportant tasks have led to certain false generalisations is provided by the level-of-aspiration studies, which Kirsch also discusses. The majority of these studies used straightforward exercises that required nothing in the way of effort, resource mobilisation, or persistence, like tossing rings or darts. In these circumstances, people typically set their expectations and aspirations slightly higher than their most recent performance level (Bandura, 1986). Another example of how unimportant tasks have led to certain false generalisations is provided by the level-of-aspiration studies, which Kirsch also discusses. The majority of these studies used straightforward exercises that required nothing in the way of effort, resource mobilisation, or persistence, like tossing rings or darts. In these circumstances, people typically set their expectations and aspirations slightly higher than their most recent performance level (Bandura, 1986). It is true that some performers, in the wake of a big accomplishment, affirm their high sense of self-efficacy and set themselves even more difficult objectives to meet. A substantial portion, however, are left with self-doubts that they cannot muster the same degree of strenuous effort again and they put their eyes on merely attempting to match the benchmark they previously exceeded. Some performers decrease their goals after driving themselves to success because they believe they are unable to duplicate the difficult feat. It is evident that much study has to be done in this field before generalizable understanding about how human accomplishments affect aspiration and self-efficacy can be attained (Bandura, 1986).

2.5 HYPOTHESIS DEVELOPMENT

2.5.1 CAREER ADAPTABILITY AND JOB CONTENTMENT

Career construction theory asserts that in order to attain person-environment fit and, consequently, subjective and objective career success, people must continuously adapt to their social and work environments (Savickas & Porfeli, 2012). Meeting one's own and others' expectations for successful working lives and careers is considered as dependent on successfully completing career duties such as preparing for, beginning, and engaging in a work position, as well as dealing with the demands, changes, and disturbances of that role (Savickas, 1997). Career adaptability is viewed in the context of career construction theory as a self-regulatory resource and set of

competencies that aid employees in proactive career management, maintaining and enhancing person-environment fit in the context of work and careers, and dealing with career changes and challenges (Savickas & Porfeli, 2012). It has been described as a type of human capital that develops through time as a result of educational, professional, and training experiences. It entails "adapt-abilities" including career concern, confidence, curiosity, and control (Savickas & Porfeli, 2012). Utilizing behavioural indications of these "adapt-abilities," such as "looking for opportunities to improve as a person" and "learning new skills," recent research has operationalized professional adaptability (Savickas & Porfeli, 2012). Numerous studies have demonstrated a favourable correlation between indices of subjective job success and vocational adaptability. For instance, job flexibility significantly outperformed the Big Five personality traits and core self-evaluations in predicting career happiness and self-rated career performance (Zacher, 2014a). Other research revealed that career adaptability is adversely correlated with workplace stress and positively correlated with employees' overall and professional well-being and quality of life (Johnston, Luciano, Maggiori, Ruch, & Rossier, 2013; Maggiori, Johnston, Krings, Massoudi, & Rossier, 2013; Soresi, Nota, & Ferrari, 2012).

We anticipate a favourable association between career adaptability and job contentment, which is consistent with these earlier empirical findings and supported by career design theory. According to Brief & Weiss (2002) and Locke (1976), job contentment is a work-related attitude that integrates emotive and cognitive assessments of one's work experiences. It is widely employed as a gauge of subjective career success (Bretz & Judge, 1994; Ng, Eby, Sorensen, & Feldman, 2005).

H1: Career Adaptability is positively related to Job Contentment.

2.5.2 MEDIATING EFFECTS OF ORGANIZATIONAL SUPPORT ON THE RELATIONSHIP OF CAREER ADAPTABILITY AND JOB CONTENTMENT

The Exchange theory has been largely used to analyse the relationship between organisational support and contentment (Hochwarter et al., 2006). According to (Gouldner's, 1960) theory, employees should be able to react favourably to their managers' encouraging actions. Eisenberger and his colleagues encouraged increased organisational assistance to go hand in hand with a promise to compensate the company for its focus on sociopsychological requirements (Lynch et al., n.d.). This motivating obligation to correspond leads to increased effort, better performance, and greater happiness. (Eisenberger et al 1986)

According to (Blau, 1964) social exchange theory, a person should be able to effectively respond to a person or group of people who will anticipate their needs in specific circumstances. According to the social exchange hypothesis, a person will weigh the cost of a social engagement (a bad result) against the advantage of that social interaction (positive outcome). These expenses and benefits may be tangible, such as money, time, or a service. Employees that are supported by their organisations will receive assistance with not only their psychological needs but also with resources, tools, goals, and physiological compliance (Kraimer, Wayne, & Jaworski, 2001).

(Eisenberger et al., 1986). Acquiring common and abundant assumptions about accomplishments is difficult without these sources (Cheng & O-Yang, 2018). In addition, we provide a social exchange theory-based explanation of the relationship between organisational support and work satisfaction. Resources are made available by the organisation to help employees attain their work-related objectives. We use trait activation theory to explain how organisational support and career adaptability together have an impact on work satisfaction by looking at organisational support in terms of resource allocation. Perspectives that try to pinpoint elements of environments that affect how individual differences affect behaviour include trait activation theory (e.g., Haaland & Christiansen, 2002) and studies evaluating situation strength (e.g., Weiss & Adler, 1984). "The process through which individuals show their traits when exposed to trait-relevant situational signals" is known as trait activation (Tett & Burnett, 2003, p. 502). Ability and skill traits are more likely to be activated in circumstances when the required competences for the trait's effective performance are present.

Dynamic organisational support equips employees with the skills, motivation, and resources they need to succeed in their jobs and feel fulfilled (Hochwarter et al., 2006).

Therefore, having a high level of organisational support is negatively connected with job content plateaus yet positively correlated with job contentment (Riggle et al., 2009).

H2: Organizational Support mediates the relationship of Career Adaptability and Job Contentment.

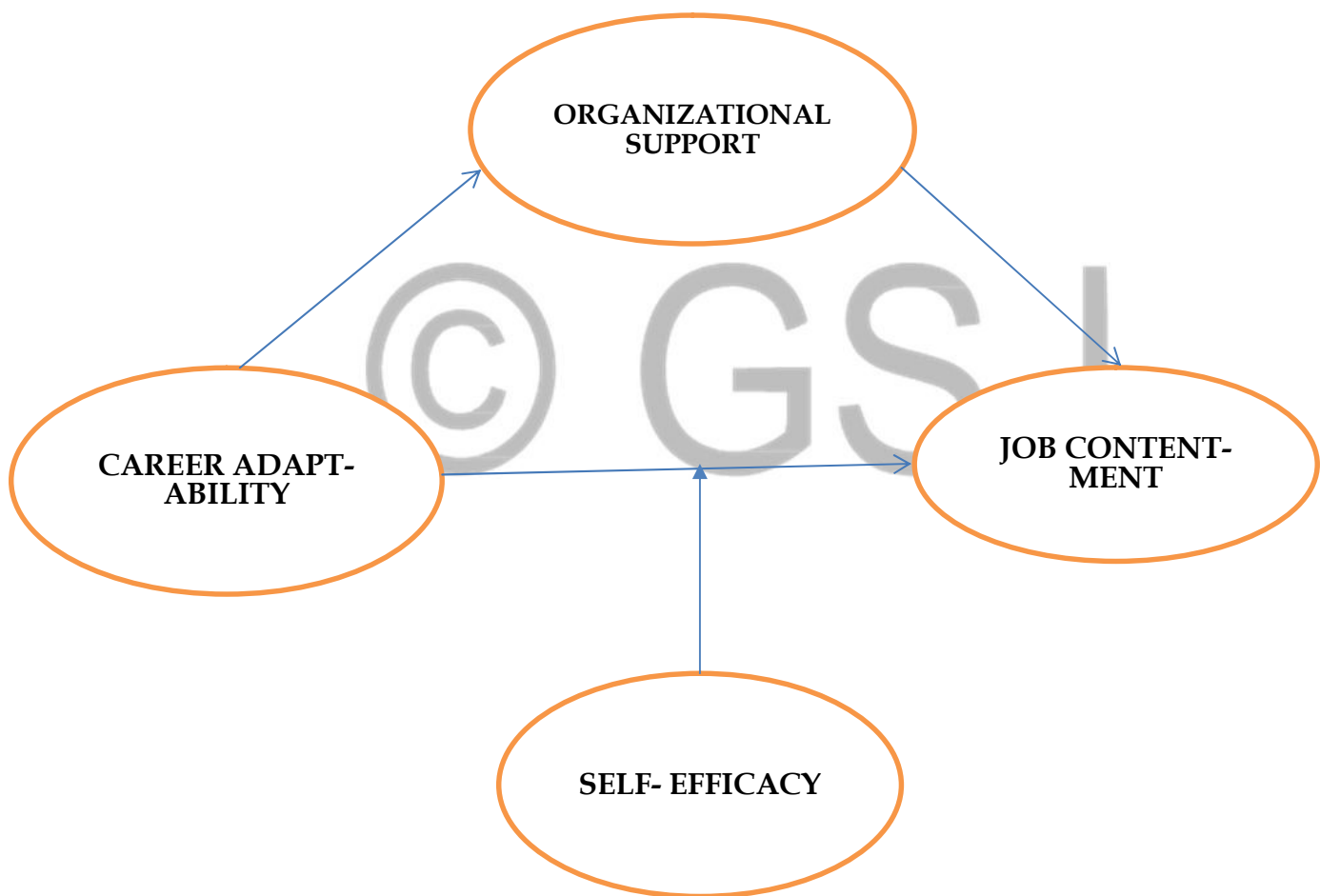
2.5.3 MODERATING EFFECTS OF SELF-EFFICACY ON CAREER ADAPTABILITY AND JOB CONTENTMENT

Numerous career adaptability resource outcomes have been put up by researchers in the areas of employment, individual and organisational career outcomes, and well-being. First, there is a cross-dimensional relationship between the career adaptability dimensions and wellbeing; control is positively correlated with life satisfaction and positive affect and negatively correlated with negative affect, whereas confidence is positively correlated with life satisfaction and positive affect (Konstam, CelenDemirtas, Tomek, & Sweeney, 2015). According to Maggiori et al. (2013), overall adaptability is connected to life satisfaction, and hope may partially mitigate this relationship (Santilli, Nota, Ginevra, & Soresi, 2014). Resources for career adaptation are crucial for quality of life and decreased work stress (Soresi et al., 2012). (Maggiori et al., 2013). The relationship between career adaptability resources and overall and professional wellbeing has only been partially examined in longitudinal studies. According to research by (Johnston and colleagues, 2015), over the course of a year, career adaptability was positively correlated with job satisfaction and self-efficacy.

(Zacher and Griffin, 2015) discovered that career adaptability resources were positively connected to job satisfaction across a 4-year period in a sample of older workers, and that this relationship was higher for individuals who were relatively younger. Over a period of three years, career flexibility (Year 1) predicted more positive affect and decreased negative affect in Year 2, and via lowering negative affect, enhanced job satisfaction and decreased work stress in Year 3. (Fiori, Bollmann, & Rossier, 2015). In cross-sectional research, career adapta-

bility resources have been linked to a variety of positive individual and organisational outcomes. First off, resources for adaptability are positively correlated with satisfaction outcomes like career satisfaction (Chan & Mai, 2015), salary and career satisfaction (with the effect persisting beyond the effects of demographics and organisational career management; Guan, Zhou, Ye, Jiang, & Zhou, 2015), and satisfaction with organisational retention factors like career opportunities, work-life balance, training and development opportunities, and characteristics of the job offered (Duffy, Douglass, & Autin, 2015). Second, imaginary employees' self-rated performance (Zacher, 2014a) and job performance ratings rise with more career adaptability resources (but the effect was smaller than that of conscientiousness and mental ability; Ohme & Zacher, 2015).

2.6 CONCEPTUAL FRAMEWORK



CHAPTER 3 RESEARCH METHODOLOGY

3.1 RESEARCH APPROACH

Studies that focus on an analysis of a situation or a particular issue to explain the patterns of interactions between variables are referred to as casual studies. Casual studies are investigations

into a subject or topic that examine the impact of one thing or variable on another. Casual research is done to determine the size and type of cause-and-effect relationships as well as to evaluate the effects of particular changes on norms, processes, and other things that already exist. The study's aim is to explore the causes and consequences of various variables on job satisfaction, hence it is casual in nature.

3.2 RESEARCH DESIGN

This study employed the descriptive survey design. Career adaptability is the independent variable and job contentment of educational sector and industrial sector is the dependent variable. Organizational support is mediator while self-efficacy is moderator.

3.3 TARGET POPULATION

Employees of the private and government automobile organizations of Karachi were the targeted population to get data for this research. The research is based on identifying which variables of our conceptual model influence more on job contentment. This sector will be considered as the target population because they can provide a better understanding of a related issue.

3.4 SAMPLE SIZE AND TECHNIQUE

For this study, we use sample size 200 in order to obtain an accurate and statistically significant result. Because it would be impossible to consider the entire population, 200 sample sizes were chosen based on population size.

I have been used convenience sampling technique to obtain the data because it is more authentic and valid for this research process. There is limited time to collect the data and convenience sampling facilitate in short duration. For the study, convenience sampling has been used to target the small groups of sectors that are available to participate as respondents of our survey.

3.5 MEASURES

This research is conducted by using a e-questionnaire, google survey form was shared through different social platform. Questionnaire was adopted from prior research studies. Questionnaire included total 38 items which was measured through 5 point likert scale (1= strongly disagree, 2= disagree, 3=neutral, 4=agree, 5=strongly agree)

Career adaptability was measured using 12 items shortened version of (Mark L. Savickas, Erik J. Porfeli' 1997) which was developed by (Christian Maggiori, J Rossier¹, and Mark L. Savickas, 2005) consisted of 8 items of each dimension. Job contentment was measured by using three items developed by (Mark M. Suazo, 2008). Organizational support was measured by using 8 items (Aykut Tongur, 2011). Self-efficacy was measured by using

10 items developed by (Ming Ji, Yi Li, Chenchen Zhou, Haiyan Han, Bo Liu, Lina He, 2017)

3.6 PROCEDURE OF DATA COLLECTION:

Data has been collected through Questionnaires. Online Questionnaire survey technique has been used. The questionnaire has constructed on google docs and has asked employees of the private and public sector of the automobile organization in the Karachi to fill the questionnaire.

This research has analysed the mixed approach in nature. This study employed the use of a questionnaire which was prepared in English. a Likert scale with 5 possible outcomes, from highly disagrees to strongly agree was employed. I will use an explanatory approach to explain the existing problem to find out additional information and to predict future circumstances. An explanatory Approach is used because research is supported by the theory and testing the hypothesis to measure and analyse the relationship among the variables being studied. Statistical Technique has been used to analyse the data. This study is quantitative study. For this research, questionnaire will be used to collect the data as an instrument. We will use questionnaire because it is a convenient method and provides wide coverage to collect the data.

3.7 STATISTICAL TECHNIQUE:

To test the hypotheses, I have used SPSS software. The regression analysis has been used to estimate the relation between the independent, moderator, and dependent variables to check the outcome. Cronbach Alpha test has been tested to check the reliability of items in the questionnaire.

3.8 ETHICAL CONSIDERATION:

Ethical consideration is essential for the research. If this part of the research miss-lead it may show the way of failure. To avoid this failure, I will ensure research would not harm any of the participant's privacy, would not affect the participant's self-respect whether they are willing to participate or not. I will make sure that research would use for academic purposes and, data will be confidential. I would ensure to avoid fake or false information by giving a brief detail of the questionnaire paper to participants. Clear and detailed information will provide to participants so that they can take part actively. The privacy of participants will also be confidential. The usage of words and language in the questionnaire also takes from the ethical perspective.

RESULTS AND FINDINGS

This chapter includes the result details and outcomes which I have examined the results of my investigation in the context of research questions and its objectives. Data has particularly gathered from the employees who are working in automobile sector and sample size is 200. Adopted questionnaire has been used to collect the data from respondents. We have analysed the data in three phases (Demographic Description) with charts, each vari-

able's validity test and description Testing Hypotheses (Regression Analysis) with Interpretation.

4.1 DEMOGRAPHIC PROFILING DATA

Table 1

	Frequency	Percentage
Gender		
Male	123	61.5
Female	77	38.5
Age		
20-25	35	17.5
26-30	41	20.5
31-35	89	44.5
36 or above	35	17.5
Experience level		
0-1 year	27	13.5
1-3 years	33	16.5
3-5 years	83	41.5
More than 5 years	57	28.5
Position in organization		
Upper management	73	36.5
Middle management	105	52.5
Lower management	22	11

Result shows that there is 61.5% are male respondent and 38.5% are female respondent. There is no balance between in demographic profile in Gender for sample collected for the study. So, the result revealed that male respondents are more than female respondent by 23%. Result shows that the respondent between the ages 30-35 have high percentage that is 44.5% and the respondent between the ages of 20-25 and 36 or above have low percentage that is 17.5%. So, the result clearly shows that the age group between 30-35 are more concerned towards career adaptability, organizational support, self-efficacy and job contentment. Result shows that the respondents who have experience of 3-5 years have high percentage that is 41.5% and the respondent who have experience of 0-1 year have low percentage that is 13.5% . So, the result clearly shows that personnel with ex-

perience in 0- 1 year are less satisfied with their jobs.

4.2 VALIDATION OF MODEL

RELIABILITY ANALYSIS

The internal consistency of the constructs used in the study is measured by reliability. If the Alpha value is higher than .70, a construct is considered reliable (Hair et al., 2013). Cronbach's Alpha was used to evaluate the dependability of the construct.

Table 2

Scale	No. of items	Alpha
Career adaptability	12	.892
Job contentment	8	.889
Self-efficacy	10	.884
Organizational support	8	.913

The results revealed that all items are valid. The table shows the reliability of the items. The Alpha value of Career Adaptability is .892, Job Contentment is .889, Self-Efficacy is .889 and Organizational Support is .913.

4.3 HYPOTHESIS TESTING

H1: Career Adaptability is positively related to Job Contentment.

CORRELATION ANALYSIS

A measure of the relationship between two variables is correlation. It is widely used in statistics and business. The degree and direction of the linear link between two variables are both described via correlation analysis.

	CA	JC
Pearson Correlation	1	.490**
Sig. (2-tailed)		.000
N	200	200
Pearson Correlation	.490**	1
Sig. (2-tailed)	.000	
N	200	200

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

REGRESSION ANALYSIS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490 ^a	.240	.236	2.74645

a. Predictors: (Constant), CA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	472.408	1	472.408	62.629	.000 ^b
Residual	1493.512	198	7.543		
Total	1965.920	199			

a. Dependent Variable: JC

b. Predictors: (Constant), CA

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.776	1.241		19.957	.000
	CA	.204	.026	.490	7.914	.000

a. Dependent Variable: JC

Because the t value is larger than 1.96 and the p value is less than .001, it has been determined that the Pearson product correlation between Career Adaptability and Job Contentment is moderately positive and statistically significant. H1 was therefore supported. This demonstrates that more career adaptability would result in greater job contentment.

H2: Organizational Support mediates the relationship of Career Adaptability and Job Contentment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569 ^a	.324	.317	.32475

a. Predictors: (Constant), OS, CA

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	9.941	2	4.970	47.128	.000 ^b
Residual	20.777	197	.105		
Total	30.718	199			

a. Dependent Variable: JC

b. Predictors: (Constant), OS, CA

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.511	.189		13.296	.000
CA	.282	.037	.452	7.651	.000
OS	.162	.033	.291	4.926	.000

a. Dependent Variable: JCC

Traditional Mediation analysis in SPSS has been done to compute the effects of Organizational Support on the relationship of Career Adaptability and Job Contentment. Since t value is greater than 1.96 and p value is less than .01, so we can conclude that organizational support fully mediates the relationship of career adaptability and job contentment. Hence H2 was supported.

H3: Self-Efficacy strengthens the relationship of Career Adaptability and Job Contentment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.514 ^a	.264	.256	.33883	.264	35.280	2	197	.000
2	.589 ^b	.346	.336	.32006	.083	24.788	1	196	.000

a. Predictors: (Constant), SE, CA

b. Predictors: (Constant), SE, CA, CA.SE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.101	2	4.050	35.280	.000 ^b
	Residual	22.617	197	.115		
	Total	30.718	199			
2	Regression	10.640	3	3.547	34.623	.000 ^c
	Residual	20.078	196	.102		
	Total	30.718	199			

a. Dependent Variable: JC

b. Predictors: (Constant), SE, CA

c. Predictors: (Constant), SE, CA, CA.SE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.950	.164		17.979	.000
	CA	.223	.050	.358	4.433	.000
	SE	.122	.049	.202	2.503	.013
2	(Constant)	7.817	.990		7.897	.000
	CA	-1.033	.257	-1.658	-4.024	.000
	SE	-1.090	.248	-1.812	-4.401	.000
	CA.SE	.307	.062	3.676	4.979	.000

a. Dependent Variable: JC

For testing the hypothesis , I used traditional method in SPSS. As the table shows t value is greater than 1.96 and p value is less than 0.01, so we can say that Self-Efficacy strengthens the relationship of Career Adaptability and Job Contentment. Hence, H3 was supported.

COMPLETE HYPOTHESIS TESTING

Serial No	Hypothesis	P value	Empirical result
H1	Career Adaptability is positively related to Job Contentment.	<0.01	ACCEPTED
H2	Organizational Support mediates the relationship of Career	<0.01	ACCEPTED

	Adaptability and Job Contentment.		
H3	Self-Efficacy strengthens the relationship of Career Adaptability and Job Contentment.	<0.01	ACCEPTED

SUMMARY, ANALYSIS, IMPLICATIONS, AND LIMITATIONS AND RECOMMENDATIONS

In this chapter, we will talk about the research study's overall structure before getting into its findings. Our research study's goal is to determine how career adaptability affects how job contentment is perceived and organizational support in automobile sector in Karachi with Moderating Role of self-efficacy. The total variables are four on which we are working on. The sample size that we have selected is 200 respondents out of the total population and the respondents are the employees of the automobile sector in Karachi. We have talked about the impact of career adaptability on employee perceptions of organizational support. Job contentment of employees of Karachi with Moderating Role of self efficacy. Supported by its past findings. Our initial factor pertaining to the research question what is the impact of has on Perceived organizational support and according to the hypothesis The Perceived Organizational Support is significantly impacted by career adaptability According to our research, its impacts perceived organizational support significantly. And with the P value=0.000< (sig level=0.05). The past researchers claimed that if the organization cooperates with the employees in the manner of supporting them, providing the facilities, and benefitting them it will lead to increased employee satisfaction level towards that organization (Chiang, et al, 2018). According to the research work career adaptability is very important for a specific organization. Selection and recruitment of talented and qualified employees are very beneficial in creating a sound environment within the premises of that organization. A better workforce will lead to generating maximum output for an organization (Jo, et al, 2021). Many researchers concluded in their paper that an effective team which includes good understanding among individuals which comprises a good team leader whose team members value his importance regarding his quality of work can be very effective in bringing up organizations' agility to the next level of success (Chavaha, et al,2021). The result of the research study shows that career adaptability has a significant impact on an organizational support success with the P value=0.019< (sig level=0.05). It is also supported by the past findings that empowering the employees and giving them authority to make decision on their own increases the success which can impact positively an organization's growth level. The empowering the employees and the coworkers will help in building the level of trust and satisfaction within the workforce which can be beneficial in maintaining the success factor for that organization. Another moderator factor is self-efficacy moderates career adaptability and perceived organizational support in a significant way? This research work shows that employee satisfaction has a significant impact on an OS and Apart from one independent variable and two dependent variables, there is one moderating variable i.e., the relationship between perceived organizational support and career adaptability is significantly moderated

by self-efficacy? Level of employee satisfaction positively developing a relationship link perceived organizational support and career adaptability . According to previous researchers, those employees who remain emotionally stable at the workplace can manage the level of stress and workload easily and effectively as compared to less stable employees. Their positive mental health helps in performing the tasks effectively which results in developing employees' positive reputation towards other employees and building a good relationship with the others at the workplace which helps in improving the organizations' progress (Papa, et al 2018). According to one of the studies conducted before it shows that the impact of career adaptability leads to employee focus and commitment level which is influenced by self-efficacy and POS thus can lead towards organizational objectives. Similarly, employee satisfaction significantly acts as a moderator between job contentment conduct and the impression of organizational backing.

5.1 SUMMARY:

From the above study, it can be sum-up that career adaptability is very important between the workforces of any organization. Employees' satisfaction and their ability to perform tasks individually and to make decision at hand well as collectively can be very effective for the success of any organization. The employee will be recognized in a positive way by their co-employees if he is coordinating with the others as well. Teamwork and social interaction with each other are very important in creating a sound environment. On the individual level, every employee should have to be mentally and physically stable and strong because it helps in developing a positive relationship with others. Moreover, it helps in performing tasks and in reducing the level of pressure imposed by the management. Information and knowledge sharing are also very important in the work environment. It helps in resolving many issues related to work. Moreover, teamwork also plays an effective role in the organizational development framework Division of tasks according to individual's capabilities helps inefficient performance and saves a lot of time and energy. An effective and sound work environment also affects positively self-efficacy. Employees' job satisfaction level depends upon the number of facilities and remuneration being provided to them which can affect positively as well as negatively on their working performance. Self-confidence of employees themselves helps in performing certain tasks and attaining a certain level of success for individuals within the organization. Career adaptability, Staff satisfaction is greatly influenced by perceived organizational support and self-efficacy. The extent to which organizational support is considered to exist also contributes to the persistence of this relationship.

5.2 STUDY LIMITATIONS:

Several limitations need to be addressed. I also provide the suggestion for future research. First, I examined the moderating effect of self-efficacy on the connections between Perceived Organizational Support and Job Contentment . However, I recognize that other mechanisms may exist that establish this connection. And moderator variables. Second, data were collected from the Automobile Sector in Karachi; however, given the nature of the-

se types of projects, it is important to interpret the findings with caution. Despite the fact that our findings concern a particular moderator on job contentment, I recognized that other moderators such as organizational innovation, job engagement, may increase or decrease the impact of career adaptability on job contentment. Third, it would be beneficial to research the results of separate components of Organizational Support and job contentment. For example, Troth et al. (2012) said that EI's various aspects may affect a Perceived organizational Support in specific ways. Future studies could therefore look into the impacts of having the capacity to comprehend and govern career adaptability in self and others on performance among employees. Future studies should examine how psychological empowerment and other factors affect employee retention. As aspects of career adaptability, such categories to uncover and offer fresh perspectives on the research, a comparable study may be carried out in due to career adaptability and perceptions of organizational support different contexts or situations. A larger sample size should be used in future studies. The findings of this study should be regarded cautiously due to concerns about the tiny sample size. The sample consists of employees from the automobile sector.

5.4 FUTURE RECOMMENDATIONS:

For the better Job contentment, the employees should be provided with very important support for the success of the organization. Employees' motivation and satisfaction levels should have to be maintained by the management to keep them mentally stable and well organized towards their work and assigned tasks. The organization should need to hire well-qualified and self-motivated employees who focus more on positive personal self-efficacy and career adaptability which helps in increasing Job contentment. In future studies job contentment can be examined through motivational factors in the organization.

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