

Perceived organizational career management and career adaptability as predictors of success and turnover intention among Chinese employees



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ABSTRACT

Based on the theories of career construction and of social exchange, the current research examined the joint and interactive effects of perceived organizational career management and career adaptability on indicators of career success (i.e., salary and career satisfaction) and work attitudes (i.e., turnover intention) among 654 Chinese employees. The results showed that career adaptability played a unique role in predicting salary after controlling for the effects of demographic variables and perceived organizational career management. It was also found that both perceived organizational career management and career adaptability correlated negatively with turnover intention, with these relationships mediated by career satisfaction. The results further showed that career adaptability moderated the relationship between perceived organizational career management and career satisfaction such that this positive relationship was stronger among employees with a higher level of career adaptability. In support of the hypothesized moderated mediation model, for employees with a higher level of career adaptability, the indirect effect of perceived career management on turnover intention through career satisfaction was stronger. These findings carry implications for research on career success and turnover intention.

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1. Introduction

In recent years, much work has been done to examine the predictors of individuals' objective (e.g., salary, job level) and subjective (e.g., career satisfaction) career success (Ng, Eby, Sorensen, & Feldman, 2005; Seibert, Crant, & Kraimer, 1999). In a recent meta-analysis, Ng et al. (2005) identified four types of predictors for individual career success: human capital (e.g., education, work experience), organizational sponsorship (e.g., organizational support), socio-demographical status (e.g., gender, age), and stable individual differences (e.g., personality). In spite of the above research progress, questions pertaining to the joint and interactive effects among these predictors on career success and work attitudes have not been fully addressed. Based on career construction theory (Savickas, 1997, 2005, 2013) and social exchange theory (Blau, 1964), this study aimed to examine the joint and interactive effects of perceived organizational career management and career adaptability on indicators of career success (salary and career satisfaction) and work-related attitudes (turnover intention) among Chinese employees.

We first examined whether perceived organizational career management and career adaptability could make distinct contributions in predicting salary, career satisfaction and turnover intention. Although previous research has shown that both perceived

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organizational career management and career adaptability correlated positively with indicators of career success (Guan, Wen, et al., 2014; Zacher, 2014), not much work has been done to examine the joint effects of these two predictors on outcome variables (Yu & Zheng, 2013). We further examined a mediation model in which both perceived organizational career management and career adaptability predicted Chinese employees' turnover intention through the mediation of career satisfaction. In addition, this study also tested the interactive effects of perceived organizational career management and career adaptability on indicators of career success and turnover intention. We propose that the effects of perceived organizational career management on these outcomes will be stronger among employees with a high level of career adaptability (see Fig. 1 for the proposed model).

1.1. Perceived organizational career management, career success and turnover intention

Organizational career management refers to the management practices that aim to facilitate and promote employees' career development in organizations (Baruch, 1999; De Vos, Dewettinck, & Buyens, 2009; Gutteridge, Leibowitz, & Shore, 1993). Organizational career management consists of a variety of programs and interventions like individual assessment, training courses, mentoring, job rotation, and so on (Baruch, 1999; Baruch & Peiperl, 2000). Perceived organizational career management highlights employees' subjective perception of organizational support for their career development and the extent to which they have access to these career development opportunities (Guan, Wen, et al., 2014). As organizational career management provides the resources and opportunities for employees to develop their careers, it has been found that perceived organizational career management has positive effects on the objective indicators of career success, such as salary progression, salary level and job level (Campion, Cheraskin, & Stevens, 1994; Guan, Wen, et al., 2014).

In addition to its beneficial effects on objective career success, perceived organizational career management has also been found to correlate positively with employees' subjective career success and work-related attitudes. Drawing on social exchange theory (Blau, 1964; Gouldner, 1960; Homans, 1958), previous research has reported that perceived organizational career management can promote employees' work-related attitudes by increasing their positive evaluations and expectancies of career development (De Vos et al., 2009; Guan, Wen, et al., 2014; Sturges, Conway, Guest, & Liefoghe, 2005; Sturges, Guest, Conway, & Mackenzie Davey, 2002). Consistent with these findings, we propose that perceived organizational career management will promote individuals' career satisfaction (Greenhaus, Parasuraman, & Wormley, 1990; Seibert & Kraimer, 2001), which in turn will reduce employees' intention to leave their organizations.

Hypothesis 1. Perceived organizational career management predicts negatively turnover intention, with this relation mediated by career satisfaction.

1.2. The role of career adaptability

Career adaptability refers to the psychological resources that enable individuals to cope with the difficulties and challenges in their career development (Savickas, 1997). According to career construction theory (Savickas, 2005, 2013), career adaptability consists of four dimensions: career concern (considering future possibilities and preparing for those possibilities), career control (making deliberate decisions and taking conscientious actions), career curiosity (exploring various situations and roles) and career confidence (dealing with barriers and problems). Career adaptability has been established as an important individual predictor for positive career outcomes, such as promotability (Tolentino, Garcia, Restubog, Bordia, & Tang, 2013), employment status (Guan, Guo, et al., 2014; Guan et al., 2013), job performance (Yu & Zheng, 2013) and career satisfaction (Zacher, 2014). In this study, we propose that career adaptability will predict Chinese employees' salary, career satisfaction and turnover intention, even after controlling for the effects of perceived organizational career management.

Among the four dimensions of career adaptability, career concern inclines employees to foresee and prepare for future opportunities; career control readies employees to take actions in achieving their career goals; career curiosity disposes employees to collect relevant information for their career development; career confidence sustains employees' efforts in coping with difficulties in their work. As a result, employees with a high level of career adaptability are more likely to achieve higher salaries and greater career satisfaction. A high level of career satisfaction will further predict a low level of turnover intention (Guan, Guo, et al., 2014; Guan, Wen, et al., 2014). As career adaptability represents an important set of individual resources, its effects on career and work-related outcomes should be distinct from the effects associated with contextual factors such as perceived organizational career management. Therefore, we propose that:

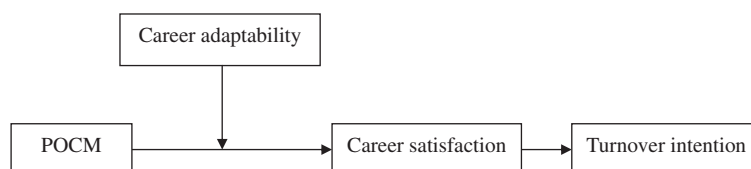


Fig. 1. The proposed moderated-mediation model.

Hypothesis 2. Career adaptability relates positively to salary and career satisfaction, and relates negatively to turnover intention, after controlling for the effects of perceived organizational career management.

We further argue that career adaptability may also interact with perceived organizational career management in predicting salary and career satisfaction. De Vos et al. (2009) proposed that as both organizational support and individual effort are important factors that determine individuals' career success. Thus, the relationship between organizational career management and career success will be stronger for employees reporting more career self-management initiatives. However, a study of Belgium employees did not support this hypothesis and the results actually showed that career self-management weakened the effect of organizational career management on employees' perceived career success (De Vos et al., 2009). In this study we propose that as Chinese society is characterized by the values of power and achievement, employees with a high level of career adaptability may be more motivated to take advantage of the organizational career management practices to fully develop their careers (Guo et al., 2014; Guan, Guo, et al., 2014; Guan, Wen, et al., 2014). As a result, the relationship between perceived organizational career management and career success (e.g., salary and career satisfaction) may be stronger among employees with a higher level of career adaptability.

Hypothesis 3. Career adaptability moderates the relation between perceived organizational career management and career success (salary and career satisfaction), such that the effects of perceived organizational career management on these outcomes are stronger among employees with a higher level of career adaptability.

In addition, given the mediation role of career satisfaction for the relation between perceived organizational career management and turnover intention, we further propose that the indirect effect of perceived organizational career management on turnover intention through career satisfaction will be moderated by career adaptability. Accordingly, we propose the following moderated mediation model:

Hypothesis 4. Career adaptability moderates the indirect effect of perceived organizational career management on turnover intention through career satisfaction, such that the effect of perceived organizational career management on turnover intention through career satisfaction is stronger among employees with a higher level of career adaptability.

2. Method

2.1. Procedure and participants

The data were collected in 2014 through an online-survey. Employees working for different organizations were invited to complete the survey. The participants consisted of 361 males and 293 females. Among the participants, 21% were between 21 and 25 years old, 42% between 26 and 30 years old, 22% between 31 and 35 years old, 7% between 36 and 40 years old, 5% between 41 and 45 years old, 2% between 46 and 50 years old, and 1% between 51 and 60 years old. In terms of education, 6% of participants had high school education or below, 18% had an associate degree, 68% had a bachelor's degree, 7% had a master's degree and 1% had a doctorate degree. Participants worked in different industries, including agriculture (1%), construction (4%), transportation (4%), manufacture (53%), high technology (8%), service (23%), government (1%) and others (6%). Participants' job positions included management (47%), sales (9%), training (4%), design (17%), production (11%), customer service (6%) and internal service (6%). 22% of the organizations participants worked for had 100 employees or less, 22% had 101 to 500 employees, 18% had 501 to 1000 employees, and 38% had 1001 employees or more.

2.2. Instruments

2.2.1. Salary

Participants were asked the annual income from their current jobs. Previous research has demonstrated the validity of self-report method in collecting responses on objective career success (Judge, Cable, Boudreau, & Bretz, 1995; Podsakoff & Organ, 1986). We conducted an *ln* transformation for this variable due to its deviance from normal distribution (see Seibert et al., 1999). The *ln* transformation calculates the power that is needed to raise a constant (around 2.72) to end up with the original number (i.e., $\ln(7) = 1.95$, $\ln(10) = 2.30$).

2.2.2. Perceived organizational career management

Participants reported their perception of organizational career management practices on 11 items adopted from a previous study (Guan, Wen, et al., 2014). The items measured the extent to which participants perceived their organizations provided satisfactory career management practices, such as succession planning, career ladders and paths, job posting, individual counseling, and so on. They were rated on a 5-point, Likert-type response scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). In the current study, coefficient α for the 11 items was .95.

2.2.3. The Career Adapt-Abilities Scale

The Chinese version of the Career Adapt-Abilities Scale (Hou, Leung, Li, Li, & Xu, 2012) was used to measure students' career adaptability. The scale contains four subscales with 6 items each to measure the adaptive resources of concern, control, curiosity

and confidence respectively. Respondents rated each item on a scale from 1 (not strong) to 5 (strongest). Coefficient α was .94 for the 24 items.

2.2.4. Career satisfaction

Participants rated their subjective career satisfaction on the scale developed by Greenhaus et al. (1990). This scale consisted of 5 items, which were rated with a 5-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). In the current study, coefficient α for the five items was .90.

2.2.5. Turnover intention

Participants rated their turnover intention using the scale developed by Cammann, Fichman, Jenkins, and Klesh (1979). This scale consisted of three items on participants' intention to quit the current organization. These items were rated with a 5-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). In the current study, coefficient α for the three items was .69.

2.2.6. Control variables

Since gender, age, education, organizational size, industry and job positions have been found related to indicators of career success (e.g., Greenhaus, Sugalski, & Crispin, 1978; Ng et al., 2005; Seibert et al., 1999), the current study measured and controlled for the effects of these variables (Becker, 2005).

3. Results

3.1. Descriptive statistics and correlations

The descriptive statistics and correlations among perceived organizational career management, career adaptability, *ln* salary, career satisfaction, and turnover intention were shown in Table 1. The results showed that perceived organizational career management correlated positively with career adaptability, $r = .45, p < .001$, *ln* salary, $r = .23, p < .001$, career satisfaction, $r = .63, p < .001$, and negatively with turnover intention, $r = -.47, p < .001$. Career adaptability correlated positively with *ln* salary, $r = .25, p < .001$, career satisfaction, $r = .54, p < .001$, and negatively with turnover intention, $r = -.33, p < .001$. Career satisfaction correlated negatively with turnover intention, $r = -.47, p < .001$.

3.2. Perceived organizational career management, career adaptability and career success

As shown in Table 2, we used hierarchical regression to examine the relations among perceived organizational career management, career adaptability, objective career success (*ln* salary) and subjective career success (career satisfaction). To predict *ln* salary, participants' gender (dummy coded; male = 0, female = 1), age, education, organization size, job position (dummy coded; management as the reference group), industry (dummy coded; agriculture as the reference group) and perceived organizational career management were entered in Step 1. In Step 2, career adaptability was entered to examine main effects. In Step 3, the interaction term (perceived organizational career management \times career adaptability) was entered. When predicting career satisfaction, we also controlled for the effect of *ln* salary.

The results showed that perceived organizational career management related positively to *ln* salary ($\beta = .16, p < .001$) and career satisfaction ($\beta = .64, p < .001$). When career adaptability entered the model, it also related positively to *ln* salary ($\beta = .21, p < .001$) and career satisfaction ($\beta = .51, p < .001$). However, the interaction effects of perceived organizational career management and career adaptability on *ln* salary was not significant ($\beta = -.01, ns$), whereas this interaction was significant on career satisfaction ($\beta = .17, p < .001$).

Table 1

Descriptive statistics, reliability coefficients, and inter-correlations among variables.

	Mean	SD	1	2	3	4	5	6	7	8	9
1. POCM	3.63	.76	.95								
2. Career adaptability	4.06	.53	.45***	.95							
3. Career concern	3.93	.62	.46***	.87***	.86						
4. Career confidence	4.17	.56	.34***	.89***	.69***	.86					
5. Career curiosity	3.97	.63	.41***	.89***	.70***	.70***	.77				
6. Career control	4.15	.58	.38***	.89***	.67***	.76***	.71***	.88			
7. <i>ln</i> salary	NA	NA	.23***	.25***	.25***	.21***	.22***	.21***	NA		
8. Career satisfaction	3.55	.83	.63***	.54***	.58***	.42***	.49***	.42***	.29***	.90	
9. Turnover intention	2.54	.89	-.47***	-.33***	-.34***	-.29***	-.26***	-.27***	-.22***	-.47***	.69

Note. Reliability coefficients appear on the diagonal in bold. POCM: perceived organizational career management.

*** $p < .001$.

Table 2Hierarchical regression: *ln* salary and career satisfactions as outcome.

Predictors	<i>ln</i> salary (N = 654)			Career satisfaction (N = 654)		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Constant	.73	.79*	.79*	3.26***	3.43***	3.44***
Gender	-.11*	-.09	-.09	-.02	.01	-.00
Age	.11***	.11***	.11***	.01	.01	.01
Education	.23***	.21***	.21***	.00	-.02	-.02
Organization size	-.14***	-.14***	-.14***	-.04	-.03	-.03
Position 1 (sales)	-.10	-.08	-.08	-.13	-.08	-.08
Position 2 (training)	-.02	.01	-.01	.04	.02	.03
Position 3 (design)	.03	.05	.05	-.04	.01	.00
Position 4 (produce)	.12	.11	.11	-.11	-.11	-.13
Position 5 (customer service)	-.17	-.14	-.14	-.28*	-.22*	-.22*
Position 6 (internal service)	-.14	-.12	-.12	-.08	-.05	-.06
Industry 1 (construction)	.67	.65	.65	-.01	.00	.00
Industry 2 (transportation)	.47	.45	.45	.40	.40	.37
Industry 3 (manufacture)	.35	.30	.30	.10	.02	.00
Industry 4 (high technology)	.46	.46	.46	.03	.06	.04
Industry 5 (service)	.44	.44	.44	.16	.18	.16
Industry 6 (government)	-.05	-.14	-.13	.09	-.11	-.19
Industry 7 (others)	.49	.44	.45	.21	.12	.10
<i>ln</i> salary				.17***	.11**	.11**
POCM	.16***	.20**	.10**	.64***	.51***	.50***
Career adaptability		.21***	.21***		.51***	.52***
POCM × career adaptability			-.01			.17***
Adjusted R ²	.18	.20	.20	.42	.49	.50
F	8.88***	9.53***	9.04***	25.74***	32.79***	32.26***
ΔR ²		.02***	.00		.07***	.01

Notes. POCM: perceived organizational career management.

* $p < .05$.** $p < .01$.*** $p < .001$.**Table 3**

Hierarchical regression: turnover intention as outcome.

Predictors	Turnover intention (N = 654)			Turnover intention (N = 654)		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Constant	2.48***	4.41***	4.69***	2.50***	2.43***	2.40***
Gender	-.02	-.08	-.09	-.08	-.09	-.09
Age	.01	-.04	-.04	-.04	-.05	-.04
Education	-.06	-.02	-.02	-.02	-.01	-.01
Organization size	-.03	-.06	-.07*	-.06	-.06*	-.07*
Position 1	.06	.06	-.02	.06	.04	.02
Position 2	.11	.21	.23	.21	.22	.22
Position 3	.02	.02	.00	.02	-.00	-.00
Position 4	-.09	-.08	-.12	-.08	-.08	-.11
Position 5	-.05	.03	-.05	.03	-.01	-.05
Position 6	.48**	.35*	.32*	.35*	.33*	.32*
Industry 1	1.00	.77	.77	.77	.76	.76
Industry 2	1.04*	.79	.91*	.79	.78	.90
Industry 3	.82	.65	.68	.65	.69	.69
Industry 4	1.07*	.81	.82	.81	.80	.82
Industry 5	.88	.65	.70	.65	.64	.70
Industry 6	.70	.67	.69	.67	.75	.71
Industry 7	.72	.62	.68	.62	.65	.70
<i>ln</i> salary	-.30***	-.17**	-.12*	-.17**	-.14**	-.11*
POCM		-.53***	-.33***	-.53***	-.47***	-.32***
Career adaptability			-.31***		-.20**	-.05
Career satisfaction						-.29***
Adjusted R ²	.06	.25	.30	.25	.25	.29
F	3.42***	12.17***	14.38***	12.17***	12.13***	13.71***
ΔR ²		.18***	.05***		.01**	.04***

Notes. POCM: perceived organizational career management.

* $p < .05$.** $p < .01$.*** $p < .001$.

3.3. Examining the mediation effect of career satisfaction

We used the procedure proposed by Preacher and Hayes (2008) to examine whether career satisfaction served as a mediator for the relationship between perceived organizational career management and turnover intention and for the relationship between career adaptability and turnover intention. According to Preacher and Hayes (2008), three criteria should be met to confirm a mediation effect. First, the independent variable should be significantly related to the mediator variable. Second, after the effect of the independent variable on dependent variable was controlled, the correlation between mediator variable and dependent variable must be significant. Finally, the indirect effect of independent variable on dependent variable must be significant. Before the analyses, all continuous predictors were mean centered (Aiken & West, 1991).

As shown in Table 3, after controlling gender, age, education, organization size, job position, industry and \ln salary, perceived organizational career management ($\beta = -.53, p < .001$) related negatively to turnover intention. When adding career satisfaction to the model, it also related negatively to turnover intention ($\beta = -.31, p < .001$), and the coefficient of perceived organizational career management decreased from $-.53$ ($p < .001$) to $-.33$ ($p < .001$). Further analysis using SPSS micro PROCESS (Hayes, 2013) showed that the indirect relationship between perceived organizational career management and turnover intention through career satisfaction was significant (95% CI = $[-.27, -.13]$). Therefore the effect of perceived organizational career management on turnover intention was partially mediated by career satisfaction.

Similarly, we examined the mediation role of career satisfaction for the relationship between career adaptability and turnover intention. After controlling gender, age, education, organization size, job position, industry \ln salary and perceived organizational career management, career adaptability related negatively to turnover intention ($\beta = -.20, p < .01$). When adding career satisfaction to the model, it related negatively to turnover intention ($\beta = -.29, p < .001$), and the coefficient of career adaptability became non-significant ($\beta = -.05, ns$). Further analysis using SPSS micro PROCESS (Hayes, 2013) showed that the indirect relationship between career adaptability and turnover intention through career satisfaction was significant (95% CI = $[-.22, -.09]$). Thus, the effect of career adaptability on turnover intention was mediated by career satisfaction.

3.4. Examining the moderated mediation model

To test the moderation and moderated mediation hypotheses, we adopted the procedure developed by Preacher, Rucker, and Hayes (2007). According to this procedure, we should test two regression equations, the “mediator model” (career satisfaction as dependent variable) and the “dependent variable model” (turnover intention as dependent variable). To support the simple moderation hypotheses, the interactions in the mediator models should be significant. To support the moderated mediation hypotheses, the indirect effects should vary as a function of the level of the moderator. We ran analysis by using SPSS micro PROCESS (Hayes, 2013) after controlling for the effects of gender, age, education, organization size, job position, industry and \ln salary. The results of these analyses are shown in Table 4.

After conducting corresponding analysis, the results indicated a significant interaction ($B = .17, SE = .05, t = 3.34, p < .001$) between perceived organizational career management and career adaptability on career satisfaction. The interaction was plotted at one standard deviation below and above the mean of career adaptability to examine its nature (see Fig. 2). As expected, when career

Table 4
Moderation and moderated mediation effects for career adaptability.

Variable	B	SE	t	p
Mediator variable model with career satisfaction as dependent variable				
Constant	-.11	.37	-.29	ns
\ln salary	.11	.04	2.70	<.01
POCM	.49	.03	14.18	<.001
Career adaptability	.52	.05	10.07	<.001
POCM \times career adaptability	.17	.05	3.34	<.001
Dependent variable model with turnover intention as dependent variable				
Constant	2.41	.48	5.06	<.001
\ln salary	-.12	.05	-2.30	<.05*
POCM	-.33	.05	-6.46	<.001
Career satisfaction	-.31	.05	-6.45	<.001
Conditional indirect effect as a function of career adaptability				
Value of career adaptability	POCM			
	Indirect effect	Boot SE	Boot LLCI	Boot ULCI
-1 SD (-0.53)	-.12	.03	-.18	-.08
+1 SD (0.53)	-.18	.04	-.26	-.11

Note. Bootstrap sample size = 1000. POCM: perceived organizational career management. Results were reported after controlling for gender, age, education, organizational size, position and industry.

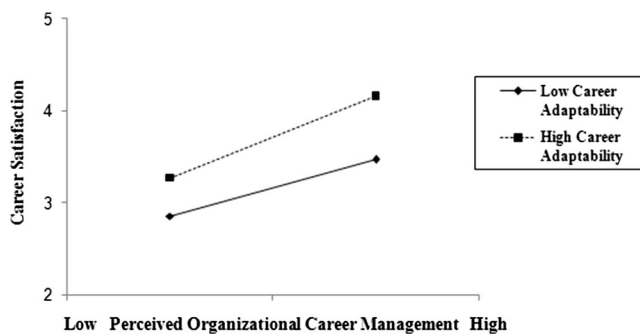


Fig. 2. Interaction between perceived organizational career management and career adaptability on career satisfaction. Low perceived organizational career management and low career adaptability are defined as at least one standard deviation below the mean; high perceived organizational career management and high career adaptability are defined as at least one standard deviation above the mean. High numbers indicate greater career satisfaction.

adaptability was higher, career satisfaction increased with perceived organizational career management, $B = .58, SE = .04, t = 13.04, p < .001$. However, when career adaptability was lower, the correlation of perceived organizational career management decreased, $B = .41, SE = .05, t = 8.73, p < .001$.

In support of the moderated mediation hypothesis, when career adaptability was higher, the indirect effect of perceived organizational career management on turnover intention through career satisfaction was significant, 95% CI = $[-.26, -.11]$. When career adaptability was lower, however, the indirect effect was weaker, 95% CI = $[-.18, -.08]$.

4. Discussion

Based on the theories of career construction and of social exchange, the current research examined the joint and interactive effects of perceived organizational career management and career adaptability on indicators of career success (salary and career satisfaction) and work attitudes (turnover intention) among Chinese employees. The results showed that career adaptability played a unique role in predicting salary after controlling for the effects of demographic variables and perceived organizational career management. It was also found that both perceived organizational career management and career adaptability correlated negatively with turnover intention, with these relationships mediated by career satisfaction. The results further showed that career adaptability moderated the relationship between perceived organizational career management and career satisfaction such that this positive relationship was stronger among employees with a higher level of career adaptability. In support of the hypothesized moderated mediation model, for employees with a higher level of career adaptability, the indirect effect of perceived career management on turnover intention through career satisfaction was stronger. These findings contribute to current research literature in several ways.

4.1. Theoretical implications

First, the results showed that career adaptability predicted both salary and career satisfaction, after controlling for the effect of perceived organizational career management. These results demonstrated the unique role of career adaptability in individuals' career success and added new evidence on the predictive validity of career adaptability. In addition, the results also showed that employees with a high level of career adaptability are less likely to quit their organizations due to a high level of career satisfaction. Career satisfaction thus served as a key explanatory link on the relationship between career adaptability and turnover intention. Future research should continue to examine the effects of career adaptability on other relevant career outcomes, and continue to examine the underlying mechanisms for these effects.

The results also showed that when predicting salary, the interaction between perceived organizational career management and career adaptability was non-significant, but this interaction was significant when predicting career satisfaction. These results provided evidence on the idea that the relationship between organizational career management and subjective career success is stronger for employees reporting more career self-management initiatives (De Vos et al., 2009). It is possible that Chinese employees with a high level of career adaptability are more sensitive to the extent to which they have good career opportunities, therefore perceived organizational career management plays a more important role in predicting their career satisfaction and turnover intention (Guan, Wen, et al., 2014). Future research should continue to examine the cultural and societal factors that may shape the interactions among these variables.

The results of this study suggest that both organizational career management and career adaptability are critical for individuals' objective and subjective career success. Individuals should pay attention to both contextual and personal factors, in order to achieve their career goals. A high level of career adaptability combined with satisfactory organizational career management is likely to produce the optimal effect on individuals' career satisfaction. In addition, organizations should retain the employees with a high level of career adaptability by providing sufficient resources and opportunities for employees to develop their careers.

4.2. Limitations and future directions

This study has several limitations. First, the nature of this study is correlational and no causal conclusions can be drawn from current results. Future research should overcome this limitation by using a longitudinal research design. Second, as participants rated themselves in the same measurement context, common method variance may influence the current findings (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Although the major findings of the current study are moderated mediation effects, which are less influenced by common method bias (Evans, 1985), future research should seek to corroborate the current findings by using multiple sources or multiple time points for data collection.

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