

Proactive Behaviour as a Mediator of the Relationship between Career Management and Career Satisfaction

(Tingkahtlaku Proaktif sebagai Pemboleh Ubah Pengantara dalam Perhubungan di antara Pengurusan Kerjaya dan Kepuasan Kerjaya)

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ABSTRACT

This study aims to quantify the relationship between career management, proactive behaviour and career satisfaction. A survey method was employed to gather self-report questionnaires from employees who work at a state Islamic agency in Peninsular Malaysia. The outcomes of the SmartPLS path model analysis showed two important findings. First, the relationship between job autonomy and proactive behaviour was positively and significantly correlated with career satisfaction. Second, the relationship between transformational leadership and proactive behaviour was positively and significantly correlated with career satisfaction. This finding confirms that proactive behaviour does act as an effective mediating variable in the relationship between career management and career satisfaction in the organizational sample. Further, this study provides discussion, implications, limitations and suggestions for future studies.

Keywords: Career management; proactive behaviour; career satisfaction; SmartPLS

ABSTRAK

Kajian ini mengkaji hubungan di antara pengurusan kerjaya, tingkah laku proaktif dan kepuasan kerjaya. Kajian ini menggunakan kaedah kaji selidik untuk mengumpul maklumat dari pekerja yang bertugas di sebuah Jabatan Agama Islam Negeri di Semenanjung Malaysia. Dapatan dari SmartPLS Path Model Analysis menunjukkan dua dapatan penting: Pertama, perhubungan di antara autonomi kerja dan tingkah laku proaktif mempunyai kaitan yang positif dan signifikan dengan kepuasan kerjaya. Kedua, perhubungan di antara kepimpinan transformasi dan tingkah laku proaktif mempunyai kaitan yang positif dan signifikan dengan kepuasan kerjaya. Dapatan ini mengesahkan bahawa tingkah laku proaktif bertindak sebagai pemboleh ubah pengantara yang berkesan dalam perhubungan di antara pengurusan kerjaya dan kepuasan kerjaya di dalam organisasi kajian. Seterusnya, kajian ini menyediakan perbincangan, limitasi kajian dan cadangan untuk kajian akan datang.

Kata kunci: Pengurusan kerjaya; tingkah laku proaktif; kepuasan kerjaya; SmartPLS

INTRODUCTION

Career management is often viewed as a critical issue in human resource development and management (Yean & Yahya 2013; Fleisher, Khapova & Jansen 2014). The scope of career management entails planning and administering all aspects of human resources, which includes monitoring employee attitudes; behaviour; professions; and the affairs and well-being of employees while at work for an organization (Chang, Chou & Cheng 2007; Ismail, Daud & Madrah 2011a; Neary, Dodd & Hooley 2015). In organizations, human resource managers are given authority by their stakeholders to develop and manage the career paths of employees in their organizations. In order to achieve the objective, human resource managers often work together with line managers in the planning and designing of various types of career programs to achieve a balance between the career needs of individuals

and the organization's workforce requirements, as well as fitting employees' interests and capabilities with current and future organizational innovations and transformations (Lips-Wiersma & Hall 2007; Antoniu 2010). Such initiatives help organizations to retain and motivate top talented employees; enhance engagement and productivity; strengthen the succession plan for talented people; enhance knowledge transfer and retention; fill internal skill and role gaps; and create a positive employer reputation (Insala 2016). As a result, such initiatives may lead to maintaining and supporting organizational strategies and goals in an era of globalization and economic downturns (Ismail, Mohamad, Mohamed, Mohamad Rafiuddin & Pei Zhen 2011b; Martin, Romero, Valle & Dolan 2001).

Many scholars argue that proactive behaviour has been given little emphasis in existing career management studies because of several factors. First, several extant studies overly emphasize the internal properties of career management

constructs, including conceptual discussions concerning the definitions and typologies of career programs in various organizational settings (Ismail, Madrah, Aminudin & Ismail 2013; Rehnström & Dahlborg-Lyckhage 2016). Second, most extant studies generally employ a simple association analysis method to explain general respondent perceptions toward the types of career planning and management; and assess the strength of association with career outcomes, such as career protean, promotion, and well-being in organizations (Ismail et al. 2013; Puah & Ananthram 2006; Vogel, Rodell & Lynch 2016). Third, extant studies typically describe the characteristics of the proactive behaviour construct, placing particular emphasis on the understanding of definitions and measurement scales of proactive behaviour from different academic perspectives. Consequently, the dynamic role of employee proactive behaviour as an important mediating variable that may enhance the effect of career management on career success is largely ignored in organizational career programs (Crant 2000; Jasmer 2015; Wan Aishah, Azman & Raja Rizal 2015). Consequently, the aforementioned findings provide a general understanding that may not offer adequate recommendations to be used as guidelines by practitioners in understanding the complexity of career management constructs and formulating action plans that meet the strategies and goals of organizations (Kaya & Ceylan 2014; Rehnström & Dahlborg-Lyckhage 2016; Vogel et al. 2016). The resulting situation served as a motivation for the researchers to fill the gap in existing literature by quantifying the effect of proactive behaviour in the relationship between career management and career satisfaction.

The present study focuses on four major objectives. The first objective is to measure the relationship between job autonomy and proactive behaviour. The second objective is to measure the relationship between transformational leadership and proactive behaviour. The third objective is to measure the relationship between job autonomy, proactive behaviour and career satisfaction. The fourth objective is to measure the relationship between transformational leadership, proactive behaviour and career satisfaction.

The remainder of the paper is structured as follows. First, a literature review is presented, which is followed by a section outlining the methodology adopted for the present study. Next, the findings are presented, followed by a presentation of the potential managerial implications that result from the findings of the present study. Finally, the general conclusions of the present study are presented.

LITERATURE REVIEW

A review of the recent literature pertaining to human resource development shows that studies examining effective career management consist of two salient dimensions: job autonomy and transformational leadership (Ngima & Kyongo 2013; Cheung & Wong 2011; Wan Aishah, Azman & Raja Rizal 2015). From an organizational

perspective, job autonomy is generally defined as employers allowing employees a greater degree of independence, discretion and freedom in performing tasks (Hackman & Oldham 1976; Morgeson, Delaney-Klinger & Hemingway 2005). Conceptually, employees with high job autonomy will have greater motivation to use information received from constructive feedback in determining work practice, work schedule and decision making (Breugh & Becker 1987; Husaini 2008). Such autonomy will enhance personal initiatives and feelings of responsibility for work outcomes among employees. As a result, such autonomy may lead to greater success in performing tasks (Bandura 1991; Hackman & Oldham 1976; Morgeson et al. 2005; Parker, Axtell & Turner 2001). Meanwhile, transformational leadership is developed based on social relations where leaders implement transformational processes through individualized considerations, intellectual stimulations, inspirational motivations, and idealized influence while performing their daily tasks. A transformational process may enhance employee capabilities to achieve their career goals in organizations (Bass & Avolio 1990; Ismail et al. 2011a).

Several extant studies examining successful organizations highlight that the ability of management to appropriately implement job autonomy and transformational leadership may have a significant impact on employee outcomes, especially proactive behaviour (Brandt 2012; Searle 2011). From an organizational behaviour perspective, proactive behaviour is traditionally viewed as a dispositional construct where individuals have differences in regards to socialization; feedback seeking; issue selling; innovation; career management; and certain types of stress management. Proactive behaviour is then interpreted based upon an interactionist perspective, which places emphasis on the person-situation relationship that examines individual differences (e.g., self-directed and future oriented behavior) that may lead to individuals to adapt, control and/or create their environments (e.g., build networking and change organization's mission) (Bateman & Crant 1993; Crant 2000). For example, the career management perspective explains that individuals with high proactive behavior tend to have high motivation; are capable of good planning; are highly aware and sensitive to environmental changes; are capable of generating new ideas and handling emotions; and use positive behaviour to enhance performance and achieve career goals (Crant 2000; Fay & Freese 2001; Wu & Parker 2014).

Unexpectedly, a thorough investigation of workplace career literature published in the 21st century reveals that the relationship between career management and proactive behaviour may affect subjective career outcomes, especially career satisfaction (Kaya & Ceylan 2014; Wan Aishah et al. 2015). From a career behaviour perspective, career satisfaction is broadly interpreted from multi-dimensional psychological responses to an individual job; and these personal responses have cognitive (evaluative), affective (emotional) and behavioural components (Hulin & Judge 2003; Locke 1974; Moorman 1993; Spector

1997). The degree to which an individual feels connected to, or alienated from, a job or profession is much affected by personal and/or social factors. If an individual feels highly connected with a job or profession, such feelings may result in the individual feeling significant career satisfaction in relation to employment in an organization (Baruch 2004; Ng., Eby, Sorensen & Feldman 2005).

Within a career management model, many scholars view that job autonomy, transformational leadership, proactive behaviour and career satisfaction have different meanings, but are highly interrelated constructs. For example, the readiness of management to appropriately implement job autonomy and transformational leadership while performing daily tasks will strongly influence proactive behaviour among employees. Consequently, proactive behaviour may lead to enhanced career satisfaction in organizations (Brandt 2012; Barnett & Bradley 2007; Kong 2013; Searle 2011). Although the nature of this relationship is interesting, the role of proactive behaviour as an effective mediating variable has been left unexamined in workplace career programs (Ismail et al. 2013; Puaah & Ananthram 2006).

THE RELATIONSHIP BETWEEN CAREER MANAGEMENT AND PROACTIVE BEHAVIOUR

The predicting variable of career management gained strong support from career management theory. Adams' (1963) Equity Theory explains that leaders who consistently practice fair treatment in exchanging and distributing input and output ratios may enhance positive behaviour among employees. Meanwhile, House and Mitchell's (1974) Path Goal Theory suggests that leaders that are able to determine accurate strategies when performing their tasks which may guide employees when performing their respective roles. Moreover, Bass and Avolio's (1990) Transformational Leadership Theory suggests that positive actions among employees may be enhanced if leaders engage in transformational processes through individualized considerations; intellectual stimulation; inspirational motivation; and idealized influence while performing daily tasks.

Further, Waters, Corcoran and Anafarta's (2005) Attachment Theory utilizes the bond that exists between an infant and the primary caregiver as an analogy. From a career management perspective, this bond (connection between a child and parents) is often viewed as social interaction where the actions of good leaders, acting in a manner similar to "good parents", will provide sufficient support to employees, which will include a secure-base support to encourage exploration. Furthermore, such a role will include the leader being available and responsive to the individual needs of employees; and reinforcing the autonomy of employees in an encouraging and non-interfering manner. As a result, the attachment security may contribute to enhancing individual proactive behaviour (e.g., self-initiated, future-oriented action) (Popper & Maysless 2003; Wu & Parker 2014). The four

mentioned theories argue that certain factors (i.e., the spirit of fair treatment; path-goal; transformation; and attachment) are related to the constructs of job autonomy and transformational leadership.

The essence of these theories has gained strong support in career management literature. Several previous studies were conducted using a direct effects model to assess career programs in various organizational settings, such as the assessment of the perceptions of career programs among 410 subordinates and 113 supervisors from three departments within one large public organization (i.e., state government agency) in the United States (Searle 2011); and the assessment of the perceptions of 131 employees in the Netherlands (Brandt 2012) concerning career related activities. The result of the aforementioned surveys indicate that the ability of management to appropriately implement job autonomy and transformational processes while performing tasks had enhanced proactive behaviour among employees in the organizations (Searle 2011; Brandt 2012). Thus, the current study hypothesizes that:

- H₁ Job autonomy positively correlates with proactive behaviour.
- H₂ Transformational leadership positively correlates with proactive behaviour.

THE RELATIONSHIP BETWEEN CAREER MANAGEMENT, PROACTIVE BEHAVIOUR AND CAREER SATISFACTION

More importantly, several recent studies published in the 21st century reveal that the effect of career management on career satisfaction is indirectly influenced by proactive behaviour. The mediating effect of proactive behaviour gained support from proactive behaviour theory. Traditional psychological theory, such as Briggs and Cheek's (1980) Big Five Theory, only highlights proactive behaviour as a dispositional concept that is closely related to extraversion (e.g., seeking new experiences and activities) and conscientiousness (e.g., goal-oriented and persistence in reaching an objective) (Digman 1990; Bateman & Crant 1993). The effect of proactive behaviour is not clear and this condition could be improved using an interaction-based approach, which emphasizes that person-situation relationships are an important predictor of environmental change (Bandura 1977, 1986; Bateman & Crant 1993; Crant 2000).

Following an interaction-based approach, proactive behaviour is considered as a process that is more foreactive than counteractive (Bandura 1986); more transcendent (e.g., transformation) than simply adjusting to or complying with an environment (Maddi 1989); more concerned with primary control (e.g., change objective conditions) than secondary control (accommodate to conditions) (Weisz 1990); and more likely to result in active interpersonal orientations (e.g., an agent) than passive interpersonal orientations (like a patient) (Harre 1984). Crant and Bateman (2000) use an interaction-based

approach to discuss the role of proactive behaviour as an active agent that shapes career advancement among employees. Specifically, Crant's (2000) Proactive Behaviour Theory proposes that a dynamic interaction process will involve the person, the environment and the behaviour. For example, employees with highly proactive behaviour have adequate capabilities to adapt, control and/or create conducive environments. This situation may lead to employees achieving goals and career success. The essence of this theory promotes that proactive behaviour is an important link between career management and career outcomes. The essence of these theories is consistent with existing career management literature.

Few extant studies were conducted using an indirect effects model to assess career programs in different organizational samples. Such studies include the examination of job autonomy and transformational leadership based on the perceptions of 90 employees from a range of private and public sector organisations (Barnett & Bradley 2007); 1012 hotel employees working in the frontline of the hospitality industry in China (Kong 2013); 204 workers of different sectors in Turkey (Kaya & Ceylan 2014); and 146 employees at a state Islamic department in Peninsular Malaysia (Wan Aishah et al. 2015). The outcomes of the aforementioned surveys report that the capability of management to appropriately implement job autonomy and transformational leadership when performing daily tasks had strongly enhanced proactive behaviour among employees. Consequently, proactive behaviour could lead to enhanced career satisfaction in the respective organizations (Barnett & Bradley 2007; Kong 2013; Wan Aishah et al. 2015). Thus, the current study hypothesizes that:

- H₃ Proactive behaviour positively mediates the relationship between job autonomy and career satisfaction.
- H₄ Proactive behaviour positively mediates the relationship between transformational leadership and career satisfaction.

METHODOLOGY

RESEARCH DESIGN

This study utilizes a cross-sectional research design, which allows the researchers to integrate workplace career literature and the actual surveys as a means by which to collect accurate data, less biased data and high quality data (Cresswell 2012; Sekaran 2000). At the initial stage of this study, a survey questionnaire was drafted based upon extant career management literature. Later, a back translation technique was employed to translate the survey questionnaires into Malay and English versions in order to enhance the validity and reliability of the findings (Brislin 1970; Cresswell 1998; Wright 1996).

This study was conducted at a state Islamic agency in Malaysia. The name of the agency is kept anonymous for reasons relating to confidentiality. This organization was

established by the state government office to implement Islamic laws and religious affairs as directed by Malaysian Islamic Council, as well as administer products and service affairs based upon Islamic laws at the state level (Iman 2016). The management personnel of the organization is aware that they must be meticulous and work hard to ensure that their organizations can serve as expert consultants and a reference centre for Islamic laws at the state level. Management personnel believe that such responsibilities can appropriately be fulfilled if management personnel receive strong support from the human resource management department. The human resource department is given authority to call upon line managers to cooperate in designing a career master plan for enhancing the well-being of employees of the organization.

In order to realize the goals of career plans outlined by the human resources department, members of senior, mid-level and low-level management are trained by external training consultants and an in-house training centre to enable management employees to appropriately implement job autonomy and transformational leadership in the agency. For example, members of management usually practice job autonomy by allowing employees to use their freedom and discretion in determining work methods, work schedules and work control. Conversely, members of management often implement transformational leadership by providing good examples to employees; inspiring and motivating employees to perform work; giving personal attention to employees' needs and feelings; and stimulating employees to continuously improve work performance. The majority of employees feel that if their leaders appropriately implement transformational processes, then such processes may help employees to develop and enhance proactive behaviour in organizations (Wan Aishah et al. 2015). For example, employees with proactive behaviour tend to show their capabilities in predicting, planning and creating positive outcomes (e.g., competency, social network and self-management behaviour) that will achieve their career goals. As a result, proactive behaviour may lead to enhancing career satisfaction among employees in the organization. Although the relationships between career management, proactive behaviour and career satisfaction are important, the mediating effect of proactive behaviour in the career management model of the agency has largely been ignored because of the paucity of empirical studies in Malaysia. Therefore, further investigation of the relationship is imperative.

MEASURES

The survey questionnaire has 4 sections. The first section, which deals with job autonomy, consists of 6 items that were adapted from career program related job autonomy (Mack 2012; Saragih 2011). The dimensions used to measure job autonomy were work method, work scheduling and decision making. The second section, which deals with transformational leadership, consists of 4 items that were adapted from career program related

transformational leadership (Callow, Smith, Hardy, Arthur & Hardy 2009; Rank 2006). The dimensions used to measure transformational leadership were charisma, individual consideration, inspirational motivation and intellectual stimulation. The third section, which deals with proactive behaviour, consists of 4 items that were adapted from career program related proactive behaviour (Gevorkian 2011; Searle 2011). The dimensions used to measure proactive behaviour were career management behaviour, proactive personality and networking. The final section, which deals with career satisfaction, consists of 7 items that were adapted from career satisfaction literature (Mohd Rasdi, Garavan & Ismail 2011; Sutton 2006). The dimensions used to measure career satisfaction were extrinsic and intrinsic career success. These items were measured using a 7-item scale ranging from "strongly disagree/dissatisfied" (1) to "strongly agree/satisfied" (7). Demographic variables were used as controlling variables because this study focuses on employee attitudes.

SAMPLE

A purposive sampling technique was employed to distribute 300 survey questionnaires to employees working in all departments within the studied organization through the contact persons (e.g., secretary of department heads, assistant managers and/or human resource manager). This sampling technique was chosen because the head of organization had only permitted the researchers to conduct this study, but could not provide a list of registered employees to the researchers for reasons relating to confidentiality. As a result, the researchers were unable to use a random technique to choose participants from the population. Of the questionnaires distributed, 144 usable questionnaires were returned to the researchers, yielding a 48.0 percent response rate. The survey questions were answered by participants based on their consent and on a voluntary basis.

DATA ANALYSIS

The SmartPLS was employed to analyze the survey questionnaire data because the method may deliver latent variable scores; avoid small sample size problems; estimate very complex models with many latent and manifest variables; handle stringent assumptions about the distribution of variables and error terms; and handle both reflective and formative measurement models (Henseler, Christain, Ringle, & Sinkovics 2009). Data from this study were analyzed using a seven step procedure. First, construct and item validities were determined using convergent and discriminant validity analyses. Second, construct reliability was assessed by composite reliability analysis. Third, the structural model was assessed by examining the path coefficients using standardized betas (β) and t statistics ($t > 1.96$). Fourth, the mediating effect guideline proposed by Zhao, Lynch and Chen's (2010) was used to determine the types of mediation effect based on the following standards: 1) complementary mediation

(i.e., mediated effect ($a \times b$) and direct effect (c) both exist and point at the same direction); 2) competitive mediation (i.e., mediated effect ($a \times b$) and direct effect (c) both exist and point in opposite direction); 3) indirect-only mediation (i.e., mediated effect ($a \times b$) exists, but no direct effect); 4) direct-only nonmediation (direct effect (c) exist, but no indirect effect); and 5) no-effect nonmediation (i.e., neither direct effect nor indirect effect exists). In the fifth step, the value of f^2 was used as a measure to determine the effect size of predicting variable in the model (i.e., 0.02 (weak), 0.15 (medium) and 0.35 (large) (Hair, Hult, Ringle & Sarstedt 2017). In the sixth step, the value of R^2 was used as an indicator of the overall predictive strength of the model (i.e., 0.19 (weak), 0.33 (moderate) and 0.67 (substantial) (Chin 2001; Henseler et al. 2009). Finally, the value of Q^2 was used as a criterion to assess the model's predictive relevance (i.e., 0.02 (weak), 0.15 (medium) and 0.35 (large) (Hair et al. 2017).

FINDINGS

RESPONDENT CHARACTERISTICS

Table 1 shows that the majority of respondents were female (59.0 percent); aged between 25 and 34 years (49.3 percent); diploma holders (36.8); employees employed by the agency for 5 to 14 years (54.2 percent); and employees

TABLE 1. Participant characteristics (n = 144)

Participant Characteristics	Sub-Profile	Percentage (%)
Gender	Male	41.0
	Female	59.0
Age	Below 25 years	11.1
	25 - 34 years	49.3
	35 - 44 years	21.5
	45 - 54 years	14.6
	55 years and above	3.5
Education	LCE/SRP	1.4
	MCE/SPM	30.6
	HSC/STPM	16.0
	Diploma	36.8
	Degree	14.6
	Others	0.7
Length of Service	Below 5 years	26.4
	5 - 14 years	54.2
	15 - 24 years	9.0
	25 years and above	10.4
Monthly Salary	< RM1000	6.9
	RM1000 - RM2499	63.2
	RM2500 - RM3999	20.8
	RM4000 - RM4999	8.3
	RM5000 - RM6999	0.1
	RM7000 and above	0.7

Notes: SPM/MCE: Sijil Pelajaran Malaysia/ Malaysia Certificate of Education
STPM/HSC: Sijil Tinggi Pelajaran Malaysia/Higher School Certificate
RM : Malaysian Ringgit

that had monthly salaries in the range of RM1,000 to RM2,499 (63.2 percent).

VALIDITY AND RELIABILITY OF THE INSTRUMENT

Table 2 shows the results of the convergent and discriminant validity analyses. All constructs have average variance extracted (AVE) values larger than 0.5, indicating that the constructs examined meet the acceptable standard of convergent validity (Barclay et al. 1995; Fornell & Larcker 1981; Henseler et al. 2009). Otherwise, all constructs had values of \sqrt{AVE} in diagonal that were greater than the squared correlation with other constructs in off diagonal, showing that all constructs met the acceptable standard of discriminant validity (Henseler et al. 2009; Yang 2009).

TABLE 2. The results of convergent and discriminant validity analyses

Variable	AVE	1	2	3	4
Job Autonomy	0.678	0.823			
Transformational Leadership	0.714	0.692	0.845		
Proactive Behaviour	0.735	0.654	0.806	0.858	
Career Satisfaction	0.610	0.689	0.607	0.661	0.781

Table 3 shows the loadings of variables were greater than 0.70 in their own constructs in the model. Additionally, the correlation between items and factors had higher loadings than other items in the different constructs. In sum, the results show that the measurement model meets the criteria established for validity and reliability analyses (Henseler et al. 2009).

TABLE 3. The results of factor loadings and cross loadings for different constructs

Construct/ Item	Job Autonomy	Transformational Leadership	Proactive Behaviour	Career Satisfaction
<i>Job Autonomy</i>				
JAuto1	0.793			
JAuto2	0.813			
JAuto3	0.843			
JAuto4	0.824			
JAuto5	0.829			
JAuto6	0.838			
<i>Transformational Leadership</i>				
Trans1		0.861		
Trans2		0.869		
Trans3		0.855		
Trans4		0.793		
<i>Proactive Behaviour</i>				
Pactive1			0.869	
Pactive2			0.864	
Pactive3			0.838	
Pactive4			0.859	
<i>Career Satisfaction</i>				
Csat1				0.832
Csat2				0.790
Csat3				0.796
Csat4				0.778
Csat5				0.749
Csat6				0.765
Csat7				0.755

Table 4 shows the results of the reliability analysis for the instrument. The values of composite reliability and Cronbach's Alpha were greater than 0.8, indicating that the instrument used in this study had high internal consistency (Henseler et al. 2009; Nunally & Bernstein 1994).

ANALYSIS OF THE CONSTRUCTS

Table 5 shows the results of variance inflation factor and descriptive statistics. The mean values for the variables are between 5.77 and 5.97, signifying that the levels of job autonomy, transformational leadership, proactive behaviour and career satisfaction range from high (4) to the highest level (7). The values of variance inflation factors for the relationship between the independent variables

TABLE 4. Composite reliability and Cronbach alpha

Construct	Composite Reliability	Cronbach Alpha
Job Autonomy	0.927	0.905
Transformational Leadership	0.909	0.866
Proactive Behaviour	0.917	0.880
Career Satisfaction	0.916	0.893

(i.e., job autonomy and transformational leadership) and the mediating variable (i.e., proactive behaviour) and the relationship between the mediating variable (i.e., proactive behaviour) and the dependent variable (i.e., career satisfaction) were less than 5.0, indicating that the data are not affected by serious collinearity problems (Hair et al. 2017).

TABLE 5. Variance inflation factor and descriptive statistics

Variables	Mean	Standard Deviation	Variance Inflation Factor	
			3	4
1. Job Autonomy	5.90	.73	1.920	
2. Transformational Leadership	5.80	.81	1.920	
3. Proactive Behaviour	5.77	.83		1.000
4. Career Satisfaction	5.97	.59		

Note: Significant at *p < 0.05; **p < 0.01; ***p < 0.001

OUTCOMES OF TESTING HYPOTHESES 1 AND 2

Figure 1 shows that the inclusion of job autonomy and transformational leadership in the analysis explained 67 percent of the variance in proactive behaviour, which provides substantial support for the model (Chin 2001; Henseler et al. 2009). Specifically, the outcomes of testing H₁ and H₂ using SmartPLS indicate that career management (i.e., job autonomy and transformational leadership) is significantly correlated with proactive behaviour ($\beta = 0.182$; $t = 2.146$; $\beta = 0.682$; $t = 7.316$). Therefore, H₁ and H₂ are supported. The result demonstrates that job autonomy and transformational leadership act as important predictors of proactive behaviour in the organization examined.

As an extension to the testing of the research hypotheses, tests for effect size (f^2) and predictive relevance for the reflective endogenous latent variable (Q^2) were performed using Bootstrapping and Blindfolding procedures, respectively. The result of the Bootstrapping test showed that the relationship between job autonomy and proactive behaviour had an f^2 value of 0.053, which

was lower than 0.19 and indicates that job autonomy has a weak effect on proactive behaviour (Hair et al. 2017). Meanwhile, the relationship between transformational leadership and proactive behaviour had an f^2 value of 0.736, which is higher than 0.67 and indicates that transformational leadership has a significant effect on proactive behaviour (Hair et al. 2017). Conversely, the results of the predictive relevance test (i.e., blindfolding procedure) show that the value of Q^2 for proactive behaviour is 0.477, indicating that the relationship between transformational leadership and proactive behaviour is greater than zero for the reflective endogenous latent variable. Therefore, the result indicates predictive relevance (Hair et al. 2014).

OUTCOMES OF TESTING HYPOTHESIS 3

Figure 2 shows that the inclusion of job autonomy and proactive behaviour in the analysis explains 44 percent of the variance in career satisfaction, indicating that the variables provide moderate support for the model (Chin

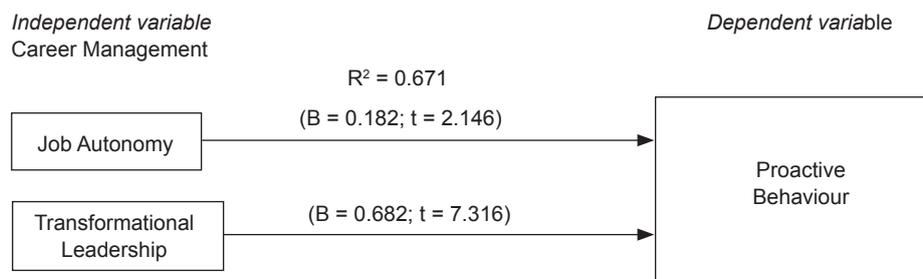


FIGURE 1. The outcomes of testing the hypotheses 1 and 2

Note: Significant at *t > 1.96

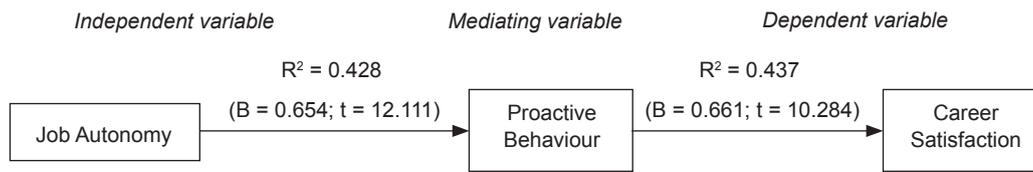


FIGURE 2. The outcomes of testing the hypothesis 3
 Note: Significant at * $t > 1.96$

2001; Henseler et al. 2009). Specifically, the outcomes of testing the hypothesis using SmartPLS showed that the relationship between job autonomy and proactive behaviour was significantly correlated with career satisfaction ($\beta = 0.661$; $t = 10.284$). Therefore, H_3 is supported. This result confirms that proactive behaviour acts as an important mediating variable in the relationship between job autonomy and career satisfaction in the organization examined.

As an extension to the testing of the research hypotheses, tests for mediating effect size and effect size (f^2) were conducted using the Bootstrapping procedure, while predictive relevance for the reflective endogenous latent variable (Q^2) were conducted using Blindfolding procedures. In terms of mediating effect size, the results show that the direct effects model (relationship between job autonomy and career satisfaction) and the indirect effects model (relationship between job autonomy, proactive behaviour and career satisfaction) are significant; and the value of the direct path between job autonomy and career satisfaction is close to zero. As a whole, the results indicate that proactive behaviour acts as an important mediating variable in the relationship between job autonomy and career satisfaction (competitive mediation type) (Zhao et al. 2010). With respect to effect size, the results show that the relationship between job autonomy and proactive behaviour had an f^2 value of 0.747, which is greater than 0.35 and indicates that job autonomy has a significant effect on proactive behaviour (Hair et al. 2017). Meanwhile, the relationship between proactive behaviour and career satisfaction had an f^2 value of 0.778, which is higher than 0.35 and indicates that proactive behaviour has a significant effect on career satisfaction (Hair et al. 2017). In regards to predictive relevance, the results show that the value of Q^2 for proactive behaviour was 0.308, which is greater than zero for the reflective endogenous latent variable. The result has predictive relevance (Hair

et al. 2017). Finally, the value of Q^2 for career satisfaction was 0.261, which is greater than zero for the reflective endogenous latent variable. The result has predictive relevance (Hair et al. 2017).

OUTCOMES OF TESTING HYPOTHESIS 4

Figure 3 shows that the inclusion of transformational leadership and proactive behaviour in the analysis explains 44 percent of the variance in career satisfaction and indicates that both transformational leadership and proactive behaviour provide moderate support for the model (Chin 2001; Henseler et al. 2009). Specifically, the outcomes of testing H_4 using SmartPLS shows that the relationship between transformational leadership and proactive behaviour was significantly correlated with career satisfaction ($\beta = 0.661$; $t = 10.834$). Therefore, H_4 was supported. The results confirm that proactive behaviour acts as an important mediating variable in the relationship between transformational leadership and career satisfaction in the organization examined.

As an extension to the testing of the research hypotheses, a tests for mediating effect size, effect size (f^2) and predictive relevance for the reflective endogenous latent variable (Q^2) were conducted using Bootstrapping and Blindfolding procedures. In terms of mediating effect size, the results show that the direct effects model (relationship between transformational leadership and career satisfaction) and the indirect effects model (relationship between transformational leadership, proactive behaviour and career satisfaction) are significant and the value of the direct path between transformational leadership and career satisfaction is close to zero. As a whole, the results indicate that proactive behaviour acts as an important mediating variable in the relationship between transformational leadership and career satisfaction (competitive mediation) (Zhao et al.

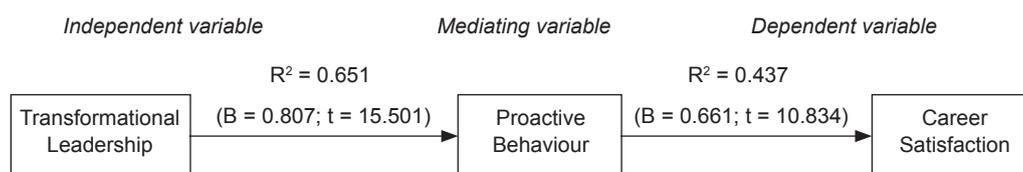


FIGURE 3. The outcomes of testing hypothesis 4
 Note: Significant at * $t > 1.96$

2010). In regards to effect size, the results show that the relationship between transformational leadership and proactive behaviour has an f^2 value of 1.884, which is greater than 0.35 and indicates that transformational leadership has a significant effect on proactive behaviour (Hair et al. 2017). Meanwhile, the relationship between proactive behaviour and career satisfaction has an f^2 value of 0.778, which is higher than 0.35 and indicates that proactive behaviour has a significant effect on career satisfaction (Hair et al. 2017). With respect to predictive relevance, the results show that the value of Q^2 for proactive behaviour satisfaction is 0.468, indicating that it was greater than zero for the reflective endogenous latent variable. The result has predictive relevance (Hair et al. 2017). Finally, the value of Q^2 for career satisfaction is 0.262, which indicates that it is greater than zero for the reflective endogenous latent variable. The result has predictive relevance (Hair et al. 2017).

MANAGERIAL IMPLICATIONS

The findings of this study demonstrate that proactive behaviour acts as an important mediating variable in the relationship between career management and career satisfaction. In the context of this study, managers have appropriately designed and administered career programs for employees who work at different job levels and in different categories based upon the broad policies and procedures established by their stakeholders. The majority of respondents view that the levels of job autonomy, transformational leadership, proactive behaviour and career satisfaction are high. This situation indicates that the capability of management to appropriately implement job autonomy and transformational leadership while performing daily tasks will strongly invoke proactive behaviour among employees. Consequently, proactive behaviour may lead to greater career satisfaction in the organization.

This study provides three major implications: theoretical contribution, robustness of research methodology, and contribution to practitioners. In terms of theoretical contribution, this study has enhanced the understanding of proactive behaviour as an important mediating variable for career management and career satisfaction in the organization examined. The findings reinforce the notion of Crant's (2000) Proactive Behaviour Theory, which argues that employees with high proactive behaviour have adequate knowledge to improve their personal weaknesses and take advantage of opportunities in order to advance their paths in an organization. In the context of career management, the findings can be interpreted as the capability of management to appropriately implement career initiatives, namely job autonomy and transformational leadership, while performing daily tasks will strongly invoke proactive behaviour among employees. As a result, such positive behaviour may lead to higher career satisfaction in the organization. The findings also support and expand upon

workplace career program research literature published in different organizational settings (Brandt 2012; Barnett & Bradley 2007; Kong 2013; Searle 2011). With respect to the robustness of the research methodology, the survey questionnaires used in this study received positive results when tested for validity and reliability. As a result, the research findings are believed to be accurate and reliable.

Regarding the practical contributions, the findings of this study can be used as guidelines by management to improve the management of career programs in the organization examined. In order to achieve this aim, the management of the organization should give more attention to six principal issues. First, a horizontal management style should be practiced by HR managers to meet diverse needs and expectations of employees. Such an approach will encourage management to improve the quality of interaction with employees, which may enhance the capability of employees to meet the mission and vision for the organization established by stakeholders. Second, employee-oriented management practices should be promoted in order to motivate employees working in teams, as well as potentially assisting to decrease work conflicts and accomplish job targets effectively. Third, the type, level and/or amount of pay based on performance should be adjusted in order to attract, retain and motivate competent employees to support organizational strategy and culture. Fourth, theoretical and practical based training programs should be given a priority because they may assist employees to transfer what they have learned when entering into the real workplace. Fifth, applying career counselling in the workplace, as either an internal or external service, will provide an opportunity for employees to gauge their career needs. Additionally, applying more promotional exercises would help to motivate employees to work harder. Finally, positive social support between employees (e.g., helping, respect and guidance) should be encouraged because such efforts may decrease employee tensions and increase the motivation among employees to perform daily jobs. If the organization seriously considers these suggestions, the resulting workplace environment may be conducive to motivating employees to support the strategy and goals of workplace career management.

CONCLUSION

This study tests a theoretical framework developed based on existing workplace career program research literature. The confirmatory factor analysis confirmed the validity and credibility of the research instrument. Further, the outcomes of testing the research hypotheses using the SmartPLS path model analysis revealed that proactive behaviour acts as an important mediating variable in the relationship between career management and career satisfaction in the organizational sample. Therefore, present research and practice within the fields of human capital development and management needs to consider

proactive behaviour as a key driving force of the workplace career management model. By considering and rewarding proactive behaviour, the morale and motivation of the employees should increase, which may lead to improved career outcomes, such as work productivity and staff promotion. This study further suggests that the competency of management to appropriately implement job autonomy and transformational leadership when designing and administering career programs will strongly induce subsequent positive attitudinal and behavioural outcomes (e.g., organizational citizenship behaviour, engagement and loyalty). Therefore, such positive behaviour may lead to maintained and enhanced organizational performance in an era of global economy.

This study has several methodological and conceptual limitations. Firstly, the data was obtained using a cross-sectional method, which did not capture details regarding intra-individual change and was restricted to making a comparison within the same sample. Secondly, this study only examines the relationship between the latent variables and the conclusions of this study do not specify the relationships between the specific indicators for the independent variable, mediating variable and dependent variable. Thirdly, this study only focused on particular dimensions of career management while neglecting other important dimensions (e.g., planning, assignment, and personality). Fourth, other constructs of career outcomes (e.g., promotion, loyalty and intention to leave) that are significant for organizations and employees are not discussed in this study. Fifth, a substantial amount of variance in dependent measures explained by the significant predictors only reflect the causal relationship among the identified variables. Finally, the sample for this study was taken using a purposive sampling technique in a state Islamic government agency. These limitations may decrease the ability to generalize the results of this study to other organizational backgrounds.

The present study was subject to several methodological and conceptual limitations. Firstly, several respondent variables that may influence organizational career (e.g., gender, age, education and marital status) should be further explored. If these respondent variables are included in the path model analysis, the results may provide meaningful information to understand how these variables may affect workplace career success. Secondly, besides a cross-section research method, longitudinal studies may also be used because they have a greater capability to describe the patterns of change, direction and magnitude of causal relationships between variables of interest. Thirdly, the findings of this study may be different if this study was performed while examining more than one organization. Fourth, other theoretical constructs of career management, such as planning, assignment and support, are important variables and should be considered in future studies because they have been widely acknowledged as important links between career program and career outcomes. Fifth, other career outcome constructs, such as promotion, career choice and career mobility, should be evaluated

because they are found to be important outcomes of the workplace career management research literature. As such, the methodology and conceptual limitations of the present study should be considered in future research.

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