

Original Research

Impact of Self-Directed Career Attitude on OCB in SMEs: Mediating Role of Trust

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Abstract

The self-directed career attitude involves assuming responsibility and authority over one's career trajectory and actively directing one's professional development. This study examines the impact of self-directed career attitude (SDCA) on organizational citizenship behavior (OCB). This study also examines the mediating role of trust between the self-directed career attitude and OCB. Four hypothesis was developed to test the direct and indirect relationship. Primary data was collected through a questionnaire and analyzed through partial least square structural equation modeling. The SPSS was used to analyze the demographic information. The underpinning theory used in this study was self-determination theory. The test results show the positive direct relationship of SDCA, OCB and trust. The results also show the significant positive mediating effect of trust between SDCA and OCB. This research contributes to comprehending the mechanisms and consequences of behavior on human resources, which is essential for effective career management and developing appropriate HR policies.

Keywords: Organizational citizenship behavior, Protean career attitude, Self-directed career attitude, Trust.

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Introduction

A person's career significantly impacts their sense of self and personal worth. Achieving objectives and receiving recognition and social standing can boost confidence and self-esteem. It provides opportunities for personal growth, self-actualization, and fulfillment. It allows individuals to pursue their interests, cultivate their skills, and achieve purpose and satisfaction. Typically, a prosperous professional trajectory leads to financial stability and security. Employment enables individuals to support themselves and their families, meet their financial obligations, and achieve a satisfactory standard of living. A profession offers opportunities for continuing education and career advancement. By participating in training, gaining experience, and establishing professional connections, individuals can increase their knowledge, acquire new skills, and advance in their careers.

A successful vocation will lead to a stable and secure position. It enables individuals to establish a solid professional reputation, cultivate valuable expertise, and increase their employability, thereby reducing the probability of unemployment or financial instability. Individuals can acquire transferable skills, such as problem-solving, communication, leadership, collaboration, and time management, through participation in a profession. These abilities have both professional and personal value.

Researchers have devised career theories, such as the protean career, to comprehend the significance of careers in the lives of individuals. The work of Hall and Foster (1977) established the foundation for the protean career model. Their 1975 book, *Careers in Organizations*, analyzed various career aspects. They discussed the protean career concept, the phenomenon of couples with multiple careers, the notion of equal career opportunities, and the evolving definition of career success. The PCA is a two-dimensional construct, with one dimension representing an autonomous career orientation.

The SDCA mindset involves assuming responsibility and authority over one's career trajectory and actively directing one's professional development. Achieving one's professional goals requires initiative, motivation, and dedication in decision-making and action-taking. This perspective results from thoroughly comprehending one's professional aspirations and goals. SDCA professionals develop SMART objectives for their careers. The objectives are broken down into manageable steps, and a strategic plan is developed. It is essential to routinely evaluate and revise your goals in light of changing conditions and emerging opportunities.

SDCA involves actively seeking opportunities instead of passively waiting for them to present themselves. It is prudent to pursue novel initiatives, challenges, and responsibilities actively. Engage in leadership roles, propose original ideas, and demonstrate personal and professional development commitment. These professionals build a robust network through active engagement with colleagues, industry professionals, mentors, and potential employers. Individuals can expand their professional networks by attending industry events, joining professional organizations, and utilizing online networking platforms. Develop symbiotic relationships that provide assistance, guidance, and opportunities. Self-reflection, commitment, and a proactive mindset are required to cultivate an SDCA outlook. Taking charge of one's career and

actively shaping one's professional trajectory increases the likelihood of success, satisfaction, and fulfillment in one's chosen field.

According to the theory of self-directed career attitudes, individuals with such attitudes are more likely to engage in OCB. Deci and Ryan (1985) developed the psychological theory known as self-determination theory (SDT). According to the SDT, individuals with a strong sense of self-direction are internally motivated to go above and beyond their formal employment responsibilities to contribute to their organization. The SDT and the concept of an SDCA demonstrate a convergence of fundamental principles. Both theories emphasize the importance of autonomy, intrinsic motivation, and personal agency in shaping an individual's behavior, including their attitudes toward professional development and decision-making. Both theories emphasize the importance of autonomy, intrinsic motivation, and personal agency in shaping an individual's behavior, including their attitudes toward professional advancement and decision-making. The experience of satisfaction and delight is often associated with the process of setting and achieving personal objectives, aligning with the principles of intrinsic motivation as emphasized by SDT. Dierdorff and Jensen (2018) discovered an association between SDCA and employee engagement in OCB. According to the authors, individuals who adopt a proactive career approach have a more comprehensive comprehension of their role in the organization, which motivates them to engage in behaviors that contribute to a positive organizational climate.

This research seeks to examine the association between SDCA and OCB and explore the potential mediating role of trust in this relationship. Four hypotheses are proposed for testing the model.

Literature Review

SDCA and OCB

OCB incorporates actions that employees take voluntarily to benefit their organization and coworkers outside the scope of their formal job duties. Organizational citizenship includes assisting others, collaborating with coworkers, volunteering for additional responsibilities, displaying loyalty to the organization, and nurturing a positive work environment.

An SDCA mindset frequently involves aligning personal values with the organization. Their commitment and dedication result in improved organizational performance. A proactive mindset is required for both SDCA and OCB. Individuals with an SDCA are more likely to take the initiative and exceed the boundaries of their assigned job responsibilities. They exhibit OCB by actively pursuing opportunities to contribute to and positively influence their workplace. They are willing to go above and beyond their designated responsibilities because they demonstrate genuine concern for their organization's and coworkers' success. Even though an SDCA can improve OCB, it is essential to recognize that OCB is a voluntary choice. Not all individuals with an SDCA career approach will necessarily exhibit OCB. Factors such as organizational culture, leadership support, job satisfaction, and individual motivations influence participation in

OCB. A proactive mindset, alignment of values, talent development, motivation, and engagement can contribute to an SDCA and OCB.

There is scant evidence supporting a correlation between SDCA and OCB. Rodrigues, Guest, Oliveira, and Alfes (2015) found a correlation between SDCA and OCB among Portuguese employees. Joshi, Maheshwari, and Yadav (2021) discovered a correlation between a high SDCA and the likelihood that Indian employees will engage in OCBs such as punctuality, helpfulness, and knowledge sharing. Existing research indicates that SDCA and OCB are positively correlated (Iqbal, Li, Yang, & Sindhu, 2022). Additional factors, such as organizational support, may influence the intensity of the relationship.

SDCA and OCB are distinct concepts, but they can be related to a person's professional development and behavior in the workplace. Consequently, the following hypothesis was suggested:

H1: SDCA positively influences the OCB

SDCA and Trust

Trust is essential to an organization's and its employees' success and well-being. Individuals' confidence, belief, reliance on an organization's intentions, dependability, competence, impartiality, and ethical behavior comprise organizational trust. Trust enhances psychological security and employee engagement. Corporate trust positively influences employee commitment, motivation, and investment in the organization's success. Trust fosters a positive work environment that encourages employee loyalty and dedication. Increased levels of trust can substantially boost employee retention and satisfaction. When employees have trust in their organization, they tend to feel valued, respected, and supported. Trust reduces employee turnover and increases employee loyalty, resulting in a more stable and devoted workforce.

In the workplace, SDCA and trust are interconnected and mutually reinforcing. Trust is essential for the development of a self-directed career mindset. When employees trust their organization, leaders, and coworkers, they are more likely to feel empowered and confident enough to take charge of their career development. Individuals have confidence in receiving fair treatment, acknowledgment of their efforts, and access to opportunities for personal growth in an environment characterized by trust. An SDCA mindset involves actively seeking growth, development, and advancement opportunities. Trust is essential to the success of this procedure. Trust encourages taking risks, seeking out challenges, and investigating new avenues without fear of adverse outcomes. An SDCA involves the formation of professional networks and participation in cooperative endeavors.

Zhang, Liu, and Wang (2016) found that trust mediated the relationship between SDCA and work outcomes, namely job satisfaction and organizational commitment. H. Lin, Yang, and Chiu (2013) found a correlation between an SDCA, supervisor trust, and organizational commitment. Judge, Cable, Boudreau, and Bretz (2012) conducted a Meta-analysis showing a correlation between SDCA and trust. Jepsen, Thomsen, and Klaas (2018) conducted a study to determine the influence of trust on SDCAs. Individuals with

higher levels of trust is more likely to be involved in SDCA, such as actively seeking new opportunities and taking responsibility for their career development.

Trust among employees fosters collaboration, the exchange of knowledge, and the formation of mutually beneficial relationships. Trust promotes effective communication, cooperation, and exchanging ideas, fostering career advancement and personal development. Consequently, the following hypothesis is formulated:

H2: SDCA has a positive impact on trust

Trust and OCB

Trust at work refers to an individual's confidence and conviction in coworkers, supervisors, and work environment. A culture of trust fosters a collaborative work environment that is safe and comfortable. When employees have confidence in their coworkers, the likelihood of idea sharing, project collaboration, and mutual success support increases. Trust enhances team communication, collaboration, and performance. In order to facilitate successful collaboration and cooperation within an organizational context, trust is essential. Trust between coworkers facilitates information sharing, feedback solicitation and provision, and project collaboration. Trust facilitates effective communication, collaboration, and idea exchange by enhancing teamwork and collective problem-solving.

According to research, employee trust in their organization and leaders correlates favorably with feelings of safety, loyalty, and dedication (Mayer, Davis, & Schoorman, 1995). When employees perceive the organization and its leaders to be fair in decision-making, resource allocation, and employee treatment, they engage in behaviors that go above and beyond what is required of them. Trust fosters a favorable psychological contract between employees and the organization, resulting in greater job satisfaction and organizational commitment. Multiple studies have shown a correlation between employee trust and OCB. Employees are more likely to engage in OCB when they perceive their organization as trustworthy, fair, and supportive (Dirks & Ferrin, 2002). Individuals are motivated to engage in OCB and contribute to the organization's success because trust promotes fairness and reciprocity. Trust fosters an environment that supports employee feelings of value, respect, and appreciation, resulting in a larger propensity to exceed prescribed job duties. Trust significantly influences organizational justice perception, which plays a crucial role in promoting OCB (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Employees who trust their organization are likely to perceive decision-making processes as equitable, resulting in greater engagement in OCB. Therefore, the following is the formulation of the following hypothesis:

H3: Trust influence OCB

Trust as a mediator between SDCA and OCB

Trust enables workers to make decisions and take calculated risks without fear of adverse outcomes or unfair treatment. Trust within an organization fosters an environment in which employees can freely express their opinions, propose innovative

ideas, and exhibit initiative. Trust reduces resistance, improves communication, and facilitates the successful implementation of change initiatives. Trust in the organization and its leadership positively affects perceptions of organizational support, thereby increasing OCB. When employees have faith in the organization's commitment to their well-being and development, they are likelier to go above and beyond their formal obligations for the organization's benefit. Trust has a significant influence on OCB.

Numerous studies have investigated the function of trust as a mediator concerning innumerable variables. C. Lin, Tsai, and Chen (2018) found that OCB, trust, and SDCA have a mediated relationship. Zhang et al. (2016) research backs up this conclusion. According to a study by Aryee, Budhwar, and Chen (2002), trust mediates the relationship between organizational justice and work-related outcomes like job satisfaction, attrition intentions, and organizational commitment. Dirks and Ferrin (2002) found that trust mediates the relationship between leader-member exchange and various work outcomes, including job satisfaction, performance, and OCB. Eisenberger, Cummings, Armeli, and Lynch (2009) examined the role of trust as a mediator between perceived administrative support and various work outcomes, such as job satisfaction, organizational commitment, and turnover intentions.

The results indicate a significant relationship between SDCA, OCB, and trust. Employees with an SDCA exhibit higher trust toward their supervisors and the organization. Trust can improve OCB, resulting in numerous organizational benefits. Moreover, Seibert, Kraimer, and Crant (2001) examined how SDCAs mediate the relationship between career motivation and OCB. The results showed that SDCAs partially mediated the relationship between career motivation and OCB. The relationship between SDCA and OCB was moderated, according to Sturges, Guest, Conway, and Davey (2002), by organizational support.

H4: Trust plays a mediating role between SDCA and OCB

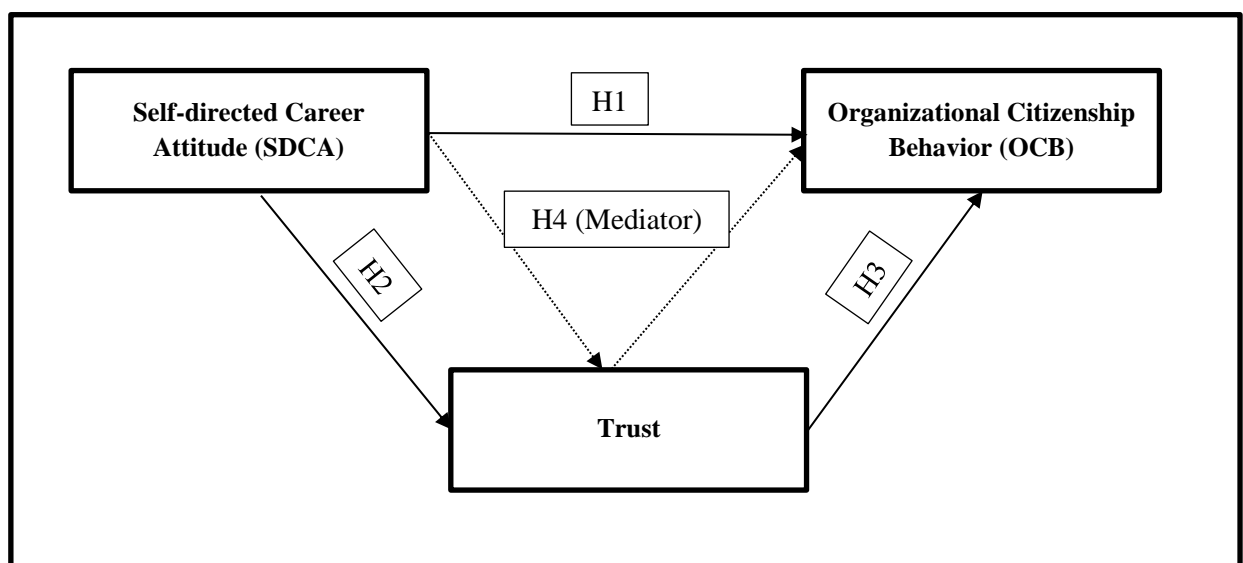


Figure 1 Conceptual model

Methodology

Sampling

The sample for this research comprises employees of small and medium-sized enterprises (SMEs) in Pakistan. The optimal sample size for this study was determined to be 195 based on the G power analysis. To mitigate sampling error, the researchers gathered data from a sample size of 300 participants. The G power analysis was described. The sample used in this study was representative of the entire population, with a reliability of 0.90 and consistent responses across all dimensions.

Data collection procedure

Data were collected from participants using an online survey technique. Out of the 500 participants, 200 valid responses were obtained. The study included 125 males (62%) and 75 females (38%). The study had a total of 200 respondents, categorized by age as follows: 31 (16%) were under 25, 93 (47%) were between 26 and 35, 54 (27%) were between 36 and 45, and 22 (10%) were over 45. This study examined career levels across different positions, including supervisor/worker (11 individuals, 6%), middle management (135 individuals, 67%), manager (52 individuals, 26%), and owner/CEO (2 individuals, 1%). The respondents had degrees at different levels: basic/secondary (10), undergraduate (76), master's (112), and doctoral (2). The percentages for these degrees were 5%, 38%, 56%, and 1%, respectively. Tables 1 and 2 present demographic variations and various population characteristics.

Table 1 | Respondents' characteristics

Respondents' characteristics	Frequency	Percent
Gender		
Men	125	62
Women	75	38
Total	200	100
Age group		
Under 25	31	16
26-35	93	47
36-45	54	27
Over 45	22	10
Total	200	100
Education		
Secondary or Basic	10	5
Undergraduate	76	38
Masters	112	56
PhD	2	1
Total	200	100
Position		
Supervisor/ Worker	11	6
Middle Manager	135	67

Respondents' characteristics	Frequency	Percent
Manager	52	26
Owner/ CEO	2	1
Total	200	100

Table 2 | Enterprise characteristics

Enterprises characteristics	Frequency	Percent
Type of enterprise		
Educational sector	80	40
Health & care services	45	22
Other services	75	38
Total	200	100
Size of enterprise		
5 - 30	103	52
31 - 60	66	32
61 - 99	18	9
100 or higher	13	7
Total	200	100
Age of enterprise (in years)		
1 - 5	40	20
6 - 10	82	41
11 - 15	58	29
15 or higher	20	10
Total	200	100

Measures

Standardized measures were used to gather SDCAs, OCB, and work performance data. Briscoe, Hall, and DeMuth (2006)'s 8-item PCA scale served as the basis for evaluating SDCA with the Likert scale used in this study ranging from 1 (limited) to 5 (great). The study collected data using the OCB scale developed by Lee and Allen (2002). Participants' responses were assessed using a five-point Likert scale, with 1 representing "never" and 5 representing "always." The trust scale, derived from Morgan and Hunt (1994) work, consists of nine items assessing various trust dimensions.

Results and discussion

Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for data analysis. Haenlein and Kaplan (2004) argue that PLS-SEM is more preferable to other traditional multivariate methods. PLS-SEM provides statistically significant analysis using a bootstrapping process, which creates standard errors for path coefficients (Hair, Ringle, & Sarstedt, 2013; Nitzl, Roldan, & Cepeda, 2016; Preacher & Hayes, 2008). Initially, several assumptions were examined, including multicollinearity, normality, and common method variance (Podsakoff & Organ, 1986; Tabachnick, Fidell,

& Ullman, 2007). Hair, Black, Babin, and Anderson (2010) employed a two-step approach consisting of measurement and structural models to analyze the data.

Measurement model assessment

To evaluate the measurement model, it is necessary to assess each concept's reliability, internal consistency, convergent validity, and discriminant validity (Hair et al., 2010; Henseler, Ringle, & Sinkovics, 2009). We utilized PLS-SEM due to its widespread acceptance among scholars in multiple disciplines. This study is suitable due to its novel criteria for conducting critical data analysis (Hair, Risher, Sarstedt, & Ringle, 2019). Factor loading was utilized to assess the reliability of individual items (Duarte & Raposo, 2010; Hair, Sarstedt, Ringle, & Mena, 2012; Hulland, 1999). A minimum threshold of 0.7 or higher is required (Hair et al., 2019). Table 3 demonstrates that all of our outer loadings satisfy the criteria.

Table 3 | Mean, SD, CA, CR, and AVE

Constructs	Mean	SD	CA	CR	AVE
SDCA	3.21	0.87	0.928	0.941	0.666
Trust	3.20	0.88	0.919	0.933	0.607
OCB	3.23	0.85	0.953	0.958	0.587

SD, standard deviation; CA, Cronbach alpha; CR, composite reliability; AVE, average variance extracted.

Internal consistency

Researchers commonly employ composite reliability and Cronbach's alpha to ensure the instrument's internal consistency. The minimum threshold typically used for these measures is 0.70 (Bagozzi, Yi, & Phillips, 1991; Hair, Ringle, & Sarstedt, 2011; Hair et al., 2019; Joseph F Hair Jr, Hult, Ringle, & Sarstedt, 2016). Table 3 presents the structures' satisfactory internal consistency and reliability (Bagozzi et al., 1991). The variance inflated factor (VIF) assesses method bias and collinearity effects, with a recommended threshold of 5 or lower (Ringle, Wende, & Becker, 2015), as shown in Table 4.

Table 4 | Factor loadings and variance inflated factor

Construct	Item	Loading	VIF
Self-directed Career Attitude	SDCA1	0.759	1.861
	SDCA2	0.815	2.321
	SDCA3	0.847	3.781
	SDCA4	0.858	3.223
	SDCA5	0.835	2.640
	SDCA6	0.804	2.477
	SDCA7	0.810	3.055
	SDCA8	0.798	2.446
Trust	T1	0.767	1.910
	T2	0.777	2.325

Construct	Item	Loading	VIF
	T3	0.799	2.501
	T4	0.720	1.768
	T5	0.743	1.916
	T6	0.799	2.286
	T7	0.791	2.236
	T8	0.832	2.841
	T9	0.779	2.386
OCB	OCB1	0.702	1.938
	OCB2	0.772	2.325
	OCB3	0.802	2.637
	OCB4	0.687	1.912
	OCB5	0.755	2.293
	OCB6	0.725	2.219
	OCB7	0.768	2.502
	OCB8	0.734	2.269
	OCB9	0.844	3.664
	OCB10	0.788	2.584
	OCB11	0.831	3.351
	OCB12	0.794	2.980
	OCB13	0.797	2.633
	OCB14	0.749	2.216
	OCB15	0.754	2.382
	OCB16	0.741	2.265

**Note: VIF = Variance Inflated Factor*

Convergent and discriminant validity are assessed using the average variance extracted (AVE) (Fornell & Larcker, 1981). A minimum threshold of 0.5 or higher is typically required to establish convergent validity (Chin, 1998). Table 3 presents our findings regarding convergent validity. Table 3 demonstrates that all latent variables had AVE values that exceeded the cutoff. Table 5 indicates that the square root of AVE exceeded the correlations among the latent components. The discriminant validity of the current study is satisfactory across all parameters.

Table 5 | Discriminant validity

Constructs	OCB	SDCA	Trust
OCB	0.766		
SDCA	0.701	0.816	
Trust	0.703	0.711	0.779

Structural model assessment

The R2 value quantifies the model's predictive capability (Sarstedt, Ringle, Henseler, & Hair, 2014). Chin (1998) established the following thresholds for the R2 value: 0.60 for strong, 0.33 for moderate, and 0.19 for weak. Table 6 displays the R2 and Q2 values

for OCB and trust. The R2 value for OCB is 0.576, and for trust is 0.506. The Q2 value for OCB is 0.328, and for trust is 0.296. The F2 values for trust (0.198) and SDCA (0.193) demonstrate the validity of our research model.

Table 6 | Predictive Relevance and Model Fit

Constructs	Q ²	R ²	F ²
OCB	0.328	0.576	
Trust	0.296	0.506	0.198
SDCA			0.193

The study employed the bootstrapping technique with 5,000 bootstrap samples to assess the level of significance of the hypothesis (Hair et al., 2010; Hair et al., 2011; Joe F Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014; Henseler et al., 2009). Table 7 and Figure 2 provide evidence supporting H1, which suggests a strong relationship between SDCA and β ($\beta = 0.407$, $t = 5.271$, $p = 0.000$). Thus, the confirmation of H1 is established.

Hypothesis 2 was supported by the findings, which revealed a significant correlation between SDCA and trust ($\beta = 0.711$, $t = 20.245$, $p = 0.000$). The coefficients $\beta = 0.413$, $t = 5.131$, and $p = 0.000$ supported hypothesis 3. The study's results supported the mediating role of trust in the relationship between SDCA and OCB. The analysis showed a significant result ($\beta = 0.294$, $t = 4.981$, $p = 0.000$), confirming partial mediation according to Baron and Kenny (1986).

Table 7 | Structural model

Hypothesis	Relationship	Beta	SE	t-Value	p-Value	Decision
H1	SDCA → OCB	0.407	0.077	5.271	0.000	Supported
H2	SDCA → Trust	0.711	0.035	20.245	0.000	Supported
H3	Trust → OCB	0.413	0.080	5.131	0.000	Supported
H4	SDCA → Trust → OCB	0.294	0.059	4.981	0.000	Supported

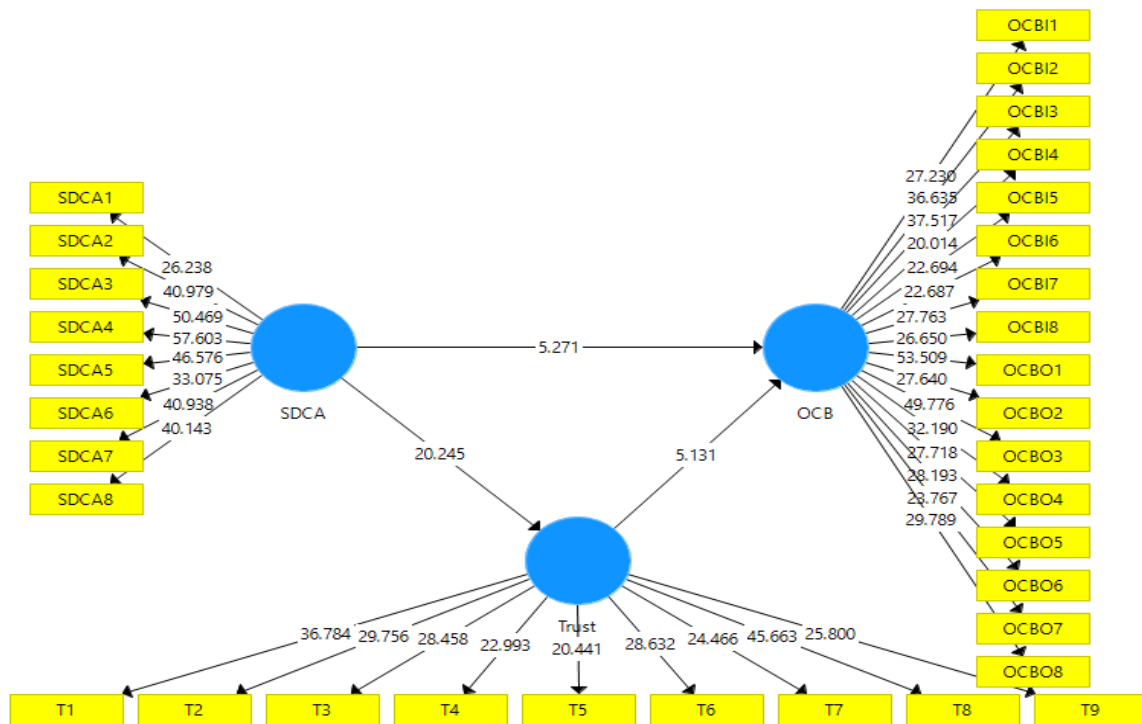


Figure 2 | Hypothesis results.

Discussion

This study aimed to investigate the direct and indirect effects of SDCA on OCB via a mediation mechanism. The results imply a strong relationship between SDCA and OCB. These results corroborate previous research indicating that PCA professionals benefit their employers and themselves (Iqbal et al., 2022; Rodrigues et al., 2015). A high SDCA is associated with solid organizational identification and a sense of stewardship over the organization's success. This may increase their propensity to exert additional effort on behalf of the organization. In addition, individuals with SDCA may demonstrate a greater tendency for intrinsic motivators, such as the pursuit of personal development and knowledge acquisition. Individuals can engage in OCBs without expecting explicit rewards if intrinsically motivated.

In addition, the results reveal a positive correlation between SDCA and trust. When employees trust their organization, leaders, and coworkers, they are more likely to feel empowered and confident enough to take charge of their career development. Individuals have confidence that they will receive fair treatment, acknowledgment of their contributions, and access to opportunities for personal growth in an environment characterized by trust. SDCA employees are more likely to trust their supervisors and the organization. Increased job satisfaction, organizational commitment, and performance are some positive outcomes that can result from trust.

The results demonstrate a correlation between trust and OCB. Employee participation in OCB is commonly viewed as requiring trust. Employee trust in their organization, supervisors, and coworkers is positively correlated with psychological safety and the

belief that their efforts will be recognized. Trust fosters an environment that encourages individuals to go above and beyond their assigned responsibilities and engage in discretionary actions. Trust positively influences the propensity of individuals to engage in prosocial behaviors, such as assisting others, exchanging information, and providing assistance, all of which are essential components of OCB.

Conclusion

In conclusion, disruption and disorder are a hallmark of modern careers, impacting individuals and businesses. There has been limited scholarly attention on the potential associations between modern career perspectives and OCB. By incorporating developing nations for the first time, this study lends credibility to the individual and organizational contexts of PCA dimensions. Organizations should prioritize the development and influence of emerging professions, both within their operations and beyond. Organizations prioritizing trust, fairness, and support are more likely to encourage OCB among their employees. Employees who perceive trust and value from their organization are more likely to engage in behaviors beyond their formal job responsibilities, ultimately contributing to the success of the organization as a whole.

The development of emerging professions should be a priority for organizations seeking to attain individual and organizational objectives. This research contributes to comprehending the mechanisms and effects of behavior on human resources, which is essential for effective career management and developing appropriate HR policies (Baruch, 2014). Management should evaluate the impact of different work layouts and organizational support programs on the career perceptions of employees. This study examines the connection between effective employee administration in new career management and corporate growth in developing nations. PCA facilitates two-way communication between organizations and their employees, facilitating the exchange of information and innovative ideas to improve productivity. This ultimately facilitates organizations' ability to reach prospective business partners and target audiences in preparation for future collaborations.

Limitations and future work

The results of our study establish a robust basis for further investigation into novel career constructs. In line with its innovative contribution to the existing literature on career development, this study acknowledges certain limitations that warrant attention and further exploration in future research endeavors. This manuscript's emphasis on small and medium-sized enterprises is a significant limitation, as it may limit its generalizability. Future researchers can use additional variables to enhance their results. In addition, the study does not address gender disparities and fails to provide any information regarding the impact of demographic characteristics on outcome factors. Furthermore, this investigation can be expanded by investigating numerous cultural factors. The research promotes the replication of findings across different cultural contexts and diverse samples to enhance the generalizability of the results.

Theoretical and practical implications

PCA has garnered considerable interest in Western culture. However, it is essential to investigate this concept in Eastern culture to assess potential differences. This study thoroughly examines the contemporary vocation and its effects on organizations and individuals. This study analyzes several SDCA outcomes that have not been studied extensively. It also illuminates additional factors that may cause academicians to reevaluate and reexamine PCA concerning these factors. This highlights the theoretical significance of the investigation.

This research assists HRD in comprehending employees' perspectives on career advancement in relation to new career concepts. Conversely, the implementation of organizational career management policies that facilitate self-management can effectively support talented individuals in job retention and goal attainment, thereby mitigating the likelihood of their departure from their present roles. In a rapidly changing world, the study's findings may assist human resource managers in devising policies in line with contemporary career trends, thereby enhancing the convenience and suitability of employment for both employees and employers. Developing HR policies that promote innovative career concepts can effectively reduce employee turnover.

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