

Career Satisfaction: Role of Proactive Personality with mediating effect of Psychological Empowerment

Jaweria Tariq

Rawalpindi Women University, Rawalpindi.

jaweriabba@rwu.edu.pk

Fatima Abrar (PhD)

Fatima Jinnah Women University, Rawalpindi.

Muhammad Zia-ur-Rehman (PhD)

Post-Doc Fellow & Faculty Member,

Universiti Malaya/NDU Pakistan

drziaofficial@um.edu.my

Abstract

Psychological empowerment plays a crucial role in enhancing career satisfaction in the telecom sector of Pakistan. A proactive personality, which involves taking initiative and achieving opportunities, contributes to career satisfaction. This study investigates the relationship between proactive personality and career satisfaction using a sample size of 350 participants. Results show partial mediation of psychological empowerment, suggesting that proactive employees who gain empowerment from their environment are satisfied with their careers. Further research is needed to understand the impact of psychological empowerment on various managerial positions and job sectors in Pakistan.

Keywords: Proactive Personality, Career Satisfaction, Psychological Empowerment

1. Introduction

Due to changes in the global competitive landscape, technological advancements, downsizing and restructuring techniques, and mergers and acquisitions, the term for a career has shifted from "lifetime employment" to "lifelong employability" (Wang & Lei, 2021). In the past, employees committed themselves to a single firm for the rest of their lives in exchange for salary increases, official job titles, security, and chances for training and progress, also known as internal career success. Both sides were compelled to make long-term commitments to one another during this negotiation. The contemporary approach has seen some change. Employees are mostly responsible for career management because businesses no longer guarantee employment (Kuo et al., 2019). Due to the increased competition, the services sector faces many challenges in the workplace. Therefore, to adjust well in the workplace, employees need to develop new approaches and dimensions to work (Riaz et al., 2020). Due to the disparities in the nature of their work, personal initiative or proactivity has become necessary for improved employee performance (Kim et al., 2009). Previously, strict coercion was utilized to make employees do their allocated jobs. Employees are now expected to exhibit risk-taking and initiative behaviors in addition to completing their responsibilities, which has changed the trend. Organizations strongly focus on hiring proactive individuals, and it is necessary to exhibit this approach at work. Employees acting in this manner are more likely to take control of their situation, endure challenges, and establish their own conditions. Adopting such a mentality can enhance positive work-related outcomes like job performance, commitment to one's work, objective and subjective career success, and job happiness (Maan et al., 2020).

A proactive personality is a highly contested idea in the context of job happiness. People who are proactive in their behavior pursue achieving their ideal selves, increasing job satisfaction

(Premchandran & Priyadarshi, 2018). Most research on the relationship between a proactive personality and job happiness has been done in a Western environment (Kuo et al., 2019; Premchandran & Priyadarshi, 2018). Because of the differences in cultural backgrounds, it is crucial to look into this relationship in less developed nations like Pakistan. Additionally, it is unclear how a proactive attitude impacts internal job satisfaction. In order to close these gaps in the literature, the current study will look into the relationship between proactive personality and job satisfaction.

The literature supports that initiative may increase a worker's job happiness. Career satisfaction is reflected in one's inner contentment and sense of fulfillment in one's work. In order to pursue career fulfillment, it is vital to understand how career paths are changing in the face of increasingly ambiguous and complex organizational practices. Employees are thought to need to take more ownership of their career planning and development. The employment contracts between employers and employees are now evolving both within and between the firms in which they work due to the rapid pace of growth. Additionally, the partnership between the worker and the company has reached a new level.

The term "career" has evolved to mean a lifelong journey full of unexpected adventures. Since this trip cannot be avoided, academics contend that a proactive personality is a prerequisite for success in the workplace. Therefore, as mentioned earlier, those who exhibit proactivity will have a higher chance of experiencing extrinsic job success, like pay and promotions, and intrinsic career success, like career satisfaction (Ayuningtias et al., 2018).

Being proactive may also result in psychological empowerment and self-belief. According to research, psychological empowerment is the idea of self-efficacy. A person who feels psychologically empowered has self-confidence and a sense of value. He thinks his bosses appreciate his involvement in organizational chores. He will therefore enhance his service delivery and engage in extra-role activities like organizational citizenship behavior and carrying out the assigned tasks. Therefore, the purpose of this study is to determine whether or whether firms that foster psychological empowerment in their proactive employees would result in career happiness in Pakistan's telecom sector, where these qualities are widely desired; this study intends to determine whether firms that create psychological empowerment to their proactive employees will result in their career happiness or not (Syamsudin, Eliyana, Nurdin, Sudrajat, Giyanto, Emur, & Zahar, 2022).

The key traits for the success of one's profession and of his or her company are a proactive personality, which entails taking control to change the situation, and psychological empowerment, which entails having the self-confidence to do so. Employees must proactively identify problems as they arise and identify potential solutions in the context of innovation, self-directed careers, and decentralized organizational structures. Additionally, suppose workers want to be happy with their professions and their careers as a whole. In that case, they must display these characteristics at work. This study aims to determine if psychological empowerment mediates the link between proactive personality and job satisfaction among telecom industry workers in Pakistan (Joo & Ready, 2012; Liao, 2021).

Because of the communal nature of cultures, we have extrapolated from previous studies conducted in Pakistani culture on proactive personality and career satisfaction to the current study. In this investigation, we test the hypothesis that proactive behavior on the part of workers is associated with greater job satisfaction if they feel psychologically empowered. The high levels of risk and uncertainty in the telecom industry inspired this study, as did the possibility that adopting a growth mindset could boost job satisfaction (Kyoo and Ready, 2012). This study seeks to understand how the proactive personality (risk-taking behavior and change initiative) influences professional happiness (subjective career success) through the lens of

psychological empowerment (self-efficacy). The study's sample represents a representative cross-section of Pakistan's telecommunications sector. The current research aims to answer the question, "Does psychological empowerment mediate the relationship between an assertive personality and job satisfaction in Pakistan's telecommunications sector?" Proactivity and psychological empowerment (self-efficacy) can help workers establish a sense of self-worth and self-accomplishment. They may feel better about their job and their career as a whole as a result.

2. Operational Definitions and Hypothesis Formation

2.1 Self-Efficacy Theory

The psychological idea of self-efficacy is psychological empowerment. The self-efficacy theory serves as the foundation for this construct. To have self-efficacy is to have faith in oneself. Self-efficacy is a motivational idea that tends to control a person's behaviors and behavior. Self-efficacy is the conviction that one can use skills, abilities, and competencies to meet goals. Self-efficacy can aid in managing the present circumstance and transforming it into the desired outcome (Lin et al., 2014). There is no distinction between self-efficacy, self-worth, self-esteem, and self-confidence; they are all interchangeable terms for persons. People tend to prefer to participate in activities in which they have a higher level of self-efficacy and make an effort to avoid tasks outside of their areas of expertise. Self-efficacy is a psychological concept that encourages employees to become more aware of the organizational setting in which they work and to select only those roles and duties compatible with their personalities, professions, and careers. Therefore, those with proactive personalities tend to develop their sense of self-efficacy and concentrate on finding meaningful work through psychological empowerment.

2.2 Proactive Personality impact on Career satisfaction

The idea of "employment for the duration of one's life in the same organization" has given way to "employability for the duration of one's life in other organizations" due to organizational practices. The employees now bear a considerable of the career management and planning burden. The career is now seen as a lifetime journey filled with unanticipated adventures. Because of the lack of boundaries in careers, people no longer work their entire lives for the same company (Hameed, Brohi & Shahab, 2020). Raising your voice or speaking up, being inventive, and demonstrating initiative are proactive personality traits that promote work advancement. Additionally, studies have shown that a proactive personality does not necessarily correlate with work success, particularly subjective career success. Instead of directly affecting job satisfaction, it indirectly improves employees' political acumen, creative conduct, and career self-management. This relationship provides insight into whether or not initiative results in career advancement and job happiness. This study supports the idea that employees must demonstrate the ability to control their destinies to succeed in their jobs. However, being proactive implies providing alternatives for positive change; simply speaking out is insufficient. As a result, in order to modify their working environment, proactive individuals must submit new ideas (Sunardi & Putri, 2020).

According to research, the person-organization fit perspective mediates the association between a proactive personality and job happiness. It follows that proactive workers who are compatible with their firm's culture and values will have better job satisfaction. Researchers found that proactive employees who design their working environment feel better about themselves and recognize that their opinions and contributions are valued. This moves them closer to career contentment. These workers are more likely to have greater salaries. Additionally, promotions give them chances for more difficult jobs (Sun et al., 2021). People

with proactive personalities are more interested in making friends at work. They learn more about their job responsibilities and workplace-related challenges as a result of doing this. They also become more visible and prominent inside their organization, possibly acting as role models. These traits help determine whether a person will be satisfied with their job and career (Park & Defrank, 2018). The proactive personality scale (PPS), a 17-item scale created by Bateman and Crant in 1993, has a reliability range of 0.6 to 0.9 and is used to measure proactive personality. Taking charge, speaking up, and initiating change were the dimensions. Stats on alpha reliability. 86. Greenhaus developed the career satisfaction scale (CSS) in 1990 to quantify job satisfaction. The five items on the scale have an alpha reliability of 0.84. This led to the development of the hypotheses:

H₁: Proactive Personality is positively associated with Career Satisfaction.

2.2 Psychological Empowerment as a Mediator

The psychological idea of self-efficacy is psychological empowerment. It means having confidence in one's ability to work hard to meet goals. Psychological empowerment is a multifaceted concept with many different components. According to the literature, psychological empowerment has four components: meaning (valuing the goals associated with one's work tasks), competence (having faith in one's ability and potential), self-determination (actually using one's skills and abilities or taking concrete steps), and impact (tending to change workplace conditions) (Teng & Chen, 2020).

Proactivity and psychological empowerment are related to that. In contrast, psychological empowerment is an internal, psychological, or emotional state of mind, external or contextual variables create proactivity. Both serve as sources of staff incentives. The significance, competence, self-determination, and effect aspects of psychological empowerment are thought to inspire initiative in workers. Research, however, supports the idea that the two are unrelated, with empowered individuals not engaging in change initiative activity. At the same time, proactive people function as change agents (Younas et al., 2022).

Psychologically empowered workers typically exhibit higher degrees of devotion to the organization. This is due to the greater propensity for such personnel to contribute to accomplishing corporate goals. This increases their enthusiasm for work, particularly psychological empowerment resulting in positive workplace outcomes like effective supervision, job satisfaction, an inventive mindset, and a collaborative environment. Employees behave in a creative and participatory manner. Employee turnover and burnout are allegedly negatively correlated with psychological empowerment (Smithikrai, 2022).

The literature has demonstrated the indirect link between a pro-active personality and job fulfillment, i.e., through professional achievement. Research has also highlighted the link between psychological empowerment and proactive behavior. Literature advises more investigation of the connection. This study aims to determine whether or not psychological empowerment affects the relationship between proactivity and job happiness in Pakistan's telecom business, where clear-cut circumstances demand that individual employees project such behaviors (Kim, 2019). The 1995 Speitzer Scale is used to quantify psychological empowerment. Twelve items made up the scale, with an alpha reliability of 0.792. The replies were produced using a five-point Likert scale: one (01) indicates highly agree, two (02) indicates agree, three (03) indicates neutral, four (04) indicates disagree, and five (05) indicates strongly disagree. Thus this led to the development of the hypothesis:

H₂: Proactive Personality is positively associated with Psychological Empowerment.

H₃: Psychological Empowerment is positively associated with Career Satisfaction.

H₄: Psychological Empowerment mediates the relationship between Proactive Personality and Career Satisfaction.

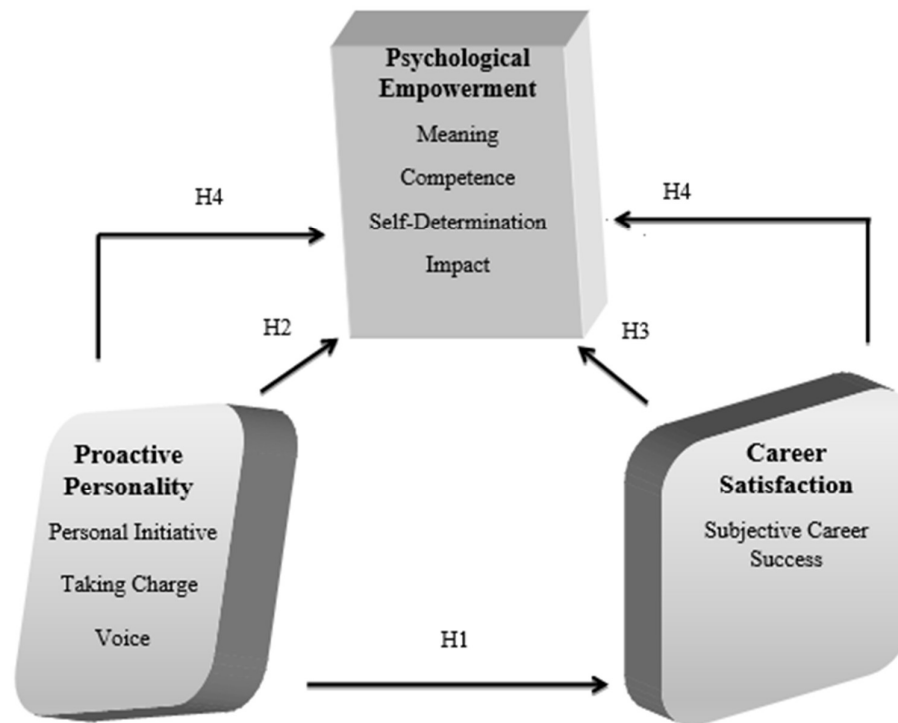


Figure 1. Model of The Study

3. Research Methodology

The research design comprises the sort of study being employed, the experimental design, and the statistical methods. This indicates that the study's main objective is to determine whether or not psychological empowerment affects the relationship between a proactive personality and professional happiness. The sample size, analysis unit, statistical methodology, description of the equipment used to measure each variable, alpha-reliability statistics, data collection techniques, and data analysis are all covered in this chapter. The study's design is cross-sectional, causal, and quantitative. Statistical methodologies have examined the mediation impact of psychological empowerment between proactive personality and career satisfaction within the telecom sector.

3.1 Subjects/Participants

Data was acquired from the offices of Zong, Ufone, Telenor, and Mobilink, four mobile service providers. Since the researchers evaluated and confirmed the proactive personality and career satisfaction model, a deductive methodology has been applied in this study. However, the relationship has been investigated further using psychological empowerment as a mediator.

3.2 Procedure

In order to study the link, survey methodology is employed in the sense that a small sample of a broad population was chosen for research. The questionnaire approach is justified because

the study is quantitative. The staff of cellular companies in Rawalpindi and Islamabad each received 350 questionnaires. They had to complete the questionnaire and pass it along to any coworker, subordinate, or supervisor they knew. The instrument has 34 questions to gauge the proactive personality traits of taking charge, making changes, and speaking up and the professional satisfaction traits of subjective career success and psychological empowerment (meaning, competence, self-determination, and impact). Management at the top and medium levels was the goal. There are 2000 employees in all. The personnel is divided into groups based on their demographics, including gender (male and female), age (between 25 and 50), level of education (from a bachelor's to a Ph. D.), and stage of their career. Convenience sampling is the method of sampling that is being used. Because the sample units are readily accessible, i.e., the data collection has only been done from offices in Rawalpindi and Islamabad, sampling is convenient. Convenience sampling was chosen as a method mostly due to a lack of time.

Thirty-four questions on a questionnaire were personally distributed in the Telenor, Ufone, Mobilink, and Zong offices. Were 350 questionnaires distributed in all, and 274 were returned with enough data to analyze. The quantitative method uses statistical tools like correlation, regression, and ANOVA tests. The earlier research has advocated the quantitative approach as the optimum approach for this inquiry. Two research studies based on two distinct cultural backgrounds can replicate quantitative method findings. This study utilized the method since the findings might be applied generally to Pakistani settings. The replies were produced using a questionnaire because the study is quantitative. Due to the three different scales used to test the three components, the questionnaire has three distinct sections. The proactive personality scale (PPS) by Bateman and Crant is used in the first section to gauge a person's propensity to improve his circumstances. The career satisfaction scales (CSS), developed by Greenhaus to gauge employees' subjective levels of career satisfaction, are included in the second section. The third and final section includes Speitzer's scale of psychological empowerment to gauge one's confidence or self-esteem level. There is a part of the questionnaire where you can classify the employees based on their demographics. Age, gender, education, career stage, and organization name were among the demographics assessed. A 34-item questionnaire with a five-point Likert scale total was created using all the scales.

3.3 Measures

Likert scale response options include 1 for highly agree, 2 for agree, 3 for neutral, 4 for disagree, and 5 for strongly disagree. The proactive personality scale (PPS), a 17-item scale created by Bateman and Crant in 1993, has a reliability range of 0.6 to 0.9 and is used to measure proactive personality. Taking charge, speaking up, and initiating change were the dimensions. Stats on alpha reliability. 0.86. Greenhaus developed the career satisfaction scale (CSS) 1990 to quantify job satisfaction. The five items on the scale have an alpha reliability of 0.84. The 1995 Speitzer Scale is used to quantify psychological empowerment. Twelve items made up the scale, with an alpha reliability of 0.792. The replies were produced using a five-point Likert scale, as discussed above.

4. Analysis and Results

This section presents the application of statistical tests used to generate the results that validate mediation in the relationship between dependent and independent variables. These tests have been utilized to generate the results that have been used. This chapter examines descriptive statistics, correlation, regression assumptions, and multiple regression analysis utilizing the path analysis approach (Baron & Kenny, 1986).

4.1 Descriptive Statistics

Descriptive statistics are the most appropriate method to use when attempting to explain the features of the sample. Researchers can use descriptive statistics to represent a normal distribution of data. The following table displays the descriptive statistics of the sample and the factors that are the focus of this investigation, e.g., Table 1 of this study. The data below include the mean, standard error, standard deviation, kurtosis, skewness, minimum, and maximum values. The means values for the demographics and variables show the sample's average value for each category.

Table 1. Descriptive Analysis

Variable	Mean	S.D.	Cronbach α
Age	1.43	0.504	
Gender	2.67	1.250	
Education	1.68	0.725	
Industry	1.59	0.493	
Career Stage	1.89	0.699	
Proactive Personality	2.08	0.552	0.86
Career Satisfaction	2.23	0.951	0.84
Psychological Empowerment	2.29	0.618	0.792

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

4.2 Inter- Correlation of this study variables

Determine the association level between your study's variables using a correlation matrix. We obtain mirror images and verify their high correlation coefficient. The variables have a high degree of association if the correlation coefficient is between -1 and +1. This connection may have beneficial or bad consequences. Suppose there is a positive correlation between the two variables. In that case, an increase in one will lead to an increase in the other, and vice versa if there is a negative connection. For this analysis, we show a correlation matrix.

Bivariate analysis shows a positive and significant relationship between proactive personality and career satisfaction ($r=.447^{**}$, $p.01$), between proactive personality and psychological empowerment ($r=.706^{**}$, $p.01$), and between psychological empowerment and career satisfaction ($r=.517^{**}$, $p.01$). All of the correlation coefficients are statistically significant, pointing to a mediating effect of psychological empowerment between proactive personality and job fulfillment. All of the correlations have a p-value of less than 0.01.

4.3 Regression Analysis

The hypothesized benefits of the investigated framework are put to the test via hierarchical regression. Barron and Kenney's 1986 hypothesis laid the groundwork for the four-stage procedures utilized to verify the theory. Throughout multiple iterations of regression, coefficients are analyzed. Suppose the first three phases yield statistically significant coefficients. In that case, the method can proceed to the fourth and final step of determining whether or not the mediation is full. Here is a visual representation of the various regressions used in this analysis.

Table 2. Proactive Personality and Career Satisfaction (Path c')

Predictors	β	R ²	ΔR
Proactive Personality	.821 ***	.227	.610

The coefficient of determination (R²) is .227, indicating that an ambitious character is 22% necessary for job fulfillment. In this study, we found that an individual's proactive personality accounted for 22% of the variance in job satisfaction; the remaining 88% depended on other characteristics. The correlation coefficient between proactive personality and job satisfaction is .821, which indicates a significant association. This suggests that an individual's proactive nature significantly impacts their job satisfaction level in Pakistan's telecommunications industry. Therefore, we agree with this idea.

Table 3. Proactive Personality and Psychological Empowerment (Path a)

Predictors	β	R ²	ΔR
Proactive Personality	.791 ***	.498	.496

With an R² of .498, we may deduce that an assertive character is required for psychological autonomy. Proactive personality accounts for 49% of the variance in participants' levels of psychological empowerment. The remaining 51% depends on traits not investigated in this study. Since $\beta = .791$ is in the positive range, it indicates a favorable association between an assertive character trait and emotional autonomy. This suggests that an individual's proactive nature significantly impacts their psychological empowerment level in Pakistan's telecommunications industry. As a result, we can accept this idea.

Table 4. Psychological Empowerment and Career Satisfaction (Path b)

Predictors	β	R ²	ΔR
Psychological Empowerment	.794 ***	.267	.264

The coefficient of determination (R²) for the relationship between psychological autonomy and job contentment is 26%. The findings of this study reveal that psychological empowerment accounts for 26% of the variance in career satisfaction. In contrast, the other 74% depend on other factors. Since $\beta = .794$ is positive, we may conclude that there is a beneficial association between self-efficacy and professional fulfillment. This suggests that a sense of psychological autonomy significantly impacts job satisfaction in Pakistan's telecommunications industry. Thus, we accept this hypothesis.

Table 5. Psychological Empowerment as Mediator (Path c)

Predictors	β	R ²	ΔR	t-value
Proactive Personality	.385 ***	.227	.224	3.094
Psychological Empowerment	.522 ***	.292	.287	4.977

All three hypotheses, as mentioned earlier (H₁, H₂, and H₃), are consistent with the mediated expectations of Barron and Kenney. Since all coefficient values are statistically significant, we can omit the intermediate stage of regression and directly examine the mediating effect of

psychological empowerment on the link between an individual's proactive character traits and their level of professional fulfillment. The t-value for an empowered personality is 3.094, but the t-value for a proactive personality is 4.977. Because these values are more than two, it has been established that psychological empowerment partially mediates between a proactive personality and professional happiness.

In addition, the fact that the value of proactive personality and psychological empowerment is positive demonstrates that there is a positive interaction between the three different categories. The value of β has fallen from 0.821 to 0.552 throughout the four phases. Furthermore, this demonstrates that there is an element of psychological empowerment that mediates the connection between a proactive personality and a sense of accomplishment in one's profession. According to the findings of this experiment, the growth of psychological empowerment in proactive employees can, at least to some extent, contribute to increased job satisfaction. The significance of the findings argues in favor of accepting the hypothesis.

5. Discussion

As a result of innovations and improvements in technology, Pakistan's telecom industry has become one of the most important contributors to the country's overall economy. Therefore, this is the area that encourages scholars working on the subject of human resources to delve even further into it. Because the telecom industry has recently implemented several innovative changes in human resource management, these techniques involve recruiting and keeping individuals who are proactive and capable of handling complex issues on their own without the assistance of their managers. This study aimed to determine whether or not psychological empowerment affects the relationship between a proactive personality and career satisfaction. The findings of this study indicate that the proactive personality, in conjunction with psychological empowerment, partially influences the career satisfaction of employees working in the telecom sector of Pakistan. The study showed that psychological empowerment gives employees feelings of autonomy, competence, purpose, and connectedness, which leads to higher career satisfaction. This suggests that when proactive personalities are combined with psychological empowerment, they are more likely to experience job satisfaction.

Kuo et al. (2019) found that proactive personality in employees in the telecom sector of Pakistan enhances career satisfaction. According to self-regulation theory, this is due to employees shaping their environment and overcoming challenges. A proactive personality also leads to psychological empowerment, as employees with proactive personalities handle vague situations, fostering self-esteem and self-efficacy. A proactive personality increases professional satisfaction in Pakistan's telecom sector ($r = .47^{**}$, $p < .01$). This means that proactive telecom workers adapt their surroundings and overcome obstacles to performance (theory of self-regulation). Thus, job happiness leads to career contentment. Self-efficacy theory validates the results (Joo & Ready, 2012). In Pakistan, a proactive personality is associated with the psychological empowerment of employees ($r = .706^{**}$, $p < 0.01$). Proactive telecom workers can handle ambiguous situations. Self-esteem and self-efficacy develop. They gain self-confidence (Kim, Hon, Crant, 2009).

Psychological empowerment correlates with professional happiness ($r = .517^{**}$, $p < 0.01$). Self-worth motivates workers. This increases their career success, including compensation, promotions, salutations, and contentment. Proactive personality and psychological empowerment have a greater impact on employee career satisfaction (Wang & Lei, 2021). Hierarchical regression demonstrates psychological empowerment mediation between both constructs. Proactive personality predicts professional satisfaction ($\beta = .821^{**}$, $p < 0.05$). Self-efficacy theory shows that employees self-regulate to achieve their goals. This improves job performance and outcomes. These elements increase job and career happiness (McCarthy,

2002). The hierarchical regression also correlated with proactive personality and psychological empowerment ($\beta = 0.791^{**}$, $p < 0.05$). Psychological empowerment is contextual, whereas proactivity is personal. Research shows that both are motivational elements. Reciprocal determinism states that employees can control their surroundings (proactivity) and, in turn, their personality (psychological empowerment) (Liao, 2021). By being proactive, employees have more control over their career paths and can take more ownership of their job satisfaction. This leads to a feeling of psychological empowerment, where they feel more confident and capable in their roles. This reciprocal relationship between proactivity and psychological empowerment leads to greater job and career happiness.

The findings also indicate a link between psychological empowerment and professional satisfaction ($\beta = .794^{**}$, $p < 0.05$). It indicates that workers who have self-confidence and self-esteem always demonstrate greater job performance at work and feel satisfied with both the objective and ultimately the subjective career achievement they have achieved. The results also indicate a partial mediation of psychological empowerment in the association between proactive personality and job satisfaction ($\beta = 0.522$, $p < 0.05$). Lastly, the results reveal a connection between a proactive personality and career happiness. It suggests that employees who have the potential to challenge the status quo and change the current condition tend to acquire self-efficacy in themselves. They tend to have a healthy sense of self-worth when they know that their choices and behaviors are valued. Because of this, they feel a greater sense of commitment and engagement in their professions and careers, which ultimately leads to increased job and job satisfaction.

5.1 Implications of Study

This research looked at the effect of psychological empowerment as a mediator between a proactive personality and job satisfaction in Pakistan's telecommunications industry. There are theoretical and practical ramifications of the findings. This research is noteworthy because it explores novel concepts in career development. However, the relationship between psychological empowerment and job happiness has received scant attention. This research adds to what is known about the connection between an assertive character trait and professional fulfillment, as well as the literature on psychological empowerment as a mediator. In order to recruit and keep the best talent, businesses nowadays must implement measures that boost workers' satisfaction with their careers. Human resources planning, succession planning, job rotation, and transfers are only some ways major organizations shape employees' professional trajectories. Despite the reduced importance of the organization, it nonetheless serves an important function in the context of professional advancement. Helping people understand how to learn from their experiences and from others, as well as providing them with meaningful job assignments, are all part of this. All of these methods having ready access in a company can have a significant effect. Additionally, the organization can be a great place to conduct proactive personality research and identify the key traits people need to succeed in their particular roles. This can help to create a more productive, dynamic, and engaging workplace. It is clear from the research and studies on both proactive personality and job satisfaction that both concepts are solid. However, a new trend in the telecom industry is psychological empowerment due to factors like the rigorous working environment, technical improvements, and improved service delivery. Human resource specialists could implement the recommendations in areas like coaching and mentoring. The conventional job of director at the top of an organization has given way to one that is more of a coach and cheerleader. As a result, coaching and mentoring have become prevalent tools for professional growth in the workplace. More and more businesses are emphasizing the manager's role as a coach for their employees.

By incorporating these coaching and mentoring strategies, managers can foster an environment that values growth, collaboration, and productivity.

Managers are responsible for fostering a culture of self-efficacy in their teams by providing them with chances for training, mentorship, and coaching. As a result, workers and management can develop mutual trust and confidence. They will eventually be able to settle down in their careers. In addition to their primary responsibilities, they frequently partake in other endeavors that ultimately benefit themselves and the company. This trust and confidence help build strong relationships between employees and managers, leading to increased motivation and productivity. It also helps to create a positive work environment by encouraging employees to express their personalities, opinions, and ideas.

5.2 Limitations of Study, Directions for Future Studies

This section discusses research limitations. Cross-sectional studies may overstate results. Due to their Western origins, the tools utilized in this study may have limitations. These components may contain culturally sensitive substances that Pakistan cannot detect. This study has no moderator, which may have produced incomplete mediation. Finally, the sample size is tiny. Future research needs objective indicators and numerous sources to overcome these constraints. Additional longitudinal research with comparator groups needs to test the framework's validity. Finally, more studies in different cultures and businesses with varying demographics are needed to generalize the present study.

Partial mediation involves investigating alternative mediators of proactive personality and career satisfaction. Researchers should investigate alternative job satisfaction antecedents or moderating and mediating variables in the proactive personality-career satisfaction link. Future studies should examine other personal and work environment contextual factors. Psychological capital may act as an antecedent, mediator, or moderator. It takes longitudinal investigation to examine human behavior over time. Future studies should include software firms as well as cellular companies. Quantitative research can be applied to any area, culture, or enterprise. Research should encompass firms with distinct cultural and industrial tendencies. Employee behavior may reflect cultural differences. Future studies should use larger samples.

5.3 Conclusion

For organizations to address the issue of attracting and retaining bright individuals, they need to help employees develop their own careers and raise the level of career satisfaction they experience in their work. This study studied the relationship between personal qualities and happiness in one's line of work. This research aimed to delve deeper into the connection between a proactive personality and job happiness. The study's findings have confirmed that a psychological sense of empowerment plays a role in connecting both variables. It indicates that workers who have the propensity to shape their surroundings have the potential to achieve a higher level of self-esteem and accomplishment in themselves and, as a result, can become more content with their professional lives and jobs. The study also revealed that when employees have a sense of control over their work environment, they are more likely to take on new challenges and feel more confident in their abilities. This sense of empowerment leads to increased job satisfaction and greater work performance.

References

- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.

- Hameed, I., Brohi, S. & Shahab, A. (2020). Impact of proactive personality on career adaptability and their intentions for expatriate. *Hameed, I., Brohi, S., & Shahab, A. (2020). Impact of Proactive Personality on Career Adaptability and Their Intentions for Expatriate. Canadian Journal of Career Development, 19(1), 04-13.*
- Joo, B. K. B., & Ready, K. J. (2012). Career satisfaction: The influences of proactive personality, performance goal orientation, organizational learning culture, and leader-member exchange quality. *Career Development International.*
- Kim, S. L. (2019). The interaction effects of proactive personality and empowering leadership and close monitoring behaviour on creativity. *Creativity and Innovation Management, 28(2), 230-239.*
- Kim, T. Y., Hon, A. H., & Crant, J. M. (2009). Proactive personality, employee creativity, and newcomer outcomes: A longitudinal study. *Journal of Business and Psychology, 24(1), 93-103.*
- Kuo, C. C., Ye, Y. C., Chen, M. Y., & Chen, L. H. (2019). Proactive personality enhances change in employees' job satisfaction: The moderating role of psychological safety. *Australian Journal of Management, 44(3), 482-494.*
- Liao, P. Y. (2021). Linking proactive personality to well-being: The mediating role of person-environment fit. *Sage Open, 11(3), 21582440211040118.*
- Lin, S. H., Lu, W. C., Chen, M. Y., & Chen, L. H. (2014). Association between proactive personality and academic self-efficacy. *Current Psychology, 33(4), 600-609.*
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal, 6(1), 1-12.*
- Park, J. H., and Defrank, R. S. (2018). The role of proactive personality in the stressor-strain model. *Int. J. Stress Manag. 25, 44–59.* doi: 10.1037/str0000048
- Premchandran, R., & Priyadarshi, P. (2018, November). Do boundary preferences, work-family self-efficacy and proactive personality predict job satisfaction? The mediating role of work-family enrichment. In *Evidence-Based HRM: A Global Forum for Empirical Scholarship*. Emerald Publishing Limited.
- Smithikrai, C. (2022). Antecedents and Consequences of Proactive Work Behavior Among Thai Employees. *The Journal of Behavioral Science, 17(1), 43-57.*
- Sunardi, I., & Putri, V. W. (2020). Career satisfaction based on trust and proactive personality. *Management Analysis Journal, 9(1), 35–45.*
- Sun, J., Li, W.-D., Li, Y., Liden, R. C., Li, S., & Zhang, X. (2021). Unintended consequences of being proactive? Linking proactive personality to coworker envy, helping, and undermining, and the moderating role of prosocial motivation. *Journal of Applied Psychology, 106(2), 250–267*
- Syamsudin, N., Eliyana, A., Nurdin, N., Sudrajat, A., Giyanto, B., Emur, A. P., & Zahar, M. (2022). Are job satisfaction and role breadth self-efficacy the links to proactive work behavior? *Heliyon, 8(1), e08710.*
- Teng, H. Y., & Chen, C. Y. (2019). Proactive personality and job crafting in the tourism industry: Does job resourcefulness matter? *Journal of Hospitality and Tourism Management, 41, 110–116.*
- Wang, H., & Lei, L. (2021). Proactive personality and job satisfaction: Social support and Hope as mediators. *Current Psychology, 1-10.*
- Younas, A., Wang, D., Javed, B., & Haque, A. U. (2022). Inclusive leadership and voice behavior: The role of psychological empowerment. *The Journal of Social Psychology, 1-17.*