TALLINN UNIVERSITY OF TECHNOLOGY

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LINKING PROACTIVE PERSONALITY, CAREER ADAPTABILITY WITH RESILIENT TO CAREER SHOCK: A MODERATION OF SUPPORT

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Dhwani Jyotishkumar Suthar.

ABSTRACT

The service sector in India is the highest contributing sector in the Indian economy. Organizations are therefore facing intense competition and required to give special attention to gain competitive advantage. Therefore, these organizations are seeking employees who are proactive at work and hence making proactive personality as an important tool of recruitment and hiring. India being a country enjoying the demographic dividend need to ensure the proactive youth with strong career adaptability and resiliency as the environment is quite prone to give career shocks as Proactive personality helps to capture the tendency to react to the future course of job demand and expected situational change. Drawing from job demand and resource and theory of planned behavior the present study is aiming to study the link between proactive personality and career adaptability with resilience to career shock. As the organizational support and peers support play an important role in shaping individual career dynamics, this study also interested to see that whether support has any influence on proactive personality and career adaptability and respective resiliency to career shocks. The study has undertaken a quantitative approach where one hundred and seventy adult employees employed in the Indian service sector has participated in the survey. The multiple regression analysis has been applied to investigate the undertaken hypothesis and simple descriptive statistics to draw the conclusion about the target population. The findings supported that career adaptability plays a very important role for the acceptance in the organization, whereas productivity comes from within the adaptability it means that when a person is more into its growth and stability than their decision making. The study also found that the organization and peer support moderating influence the proactive personality behavior and his respective career adaptability. The moderation of support also found support with proactive personality and career resiliency. The study further has given managerial implications.

INTRODUCTION

According to Fugate, M. Kinicki A. J. & Ash forth, B. E. (2004) and Seibert, S. E., Grant, J. M., & Kraimer, M. L (1999) personality traits, particularly those that reflect a willingness to change, are increasingly thought to drive the success of individuals and the competitive advantage of their organizations. Dubrin (2013) asserted that proactive personality contributes to job performance and satisfaction. To comply with proposed or emerging organizational changes individual need to be adopted towards the respective environment challenges that he faces from his job or career hierarchy demands. Rudolph, Lavigne and Zacher, (2016) defined the career adaptability as psychological resources for managing career related, task, transitions and traumas, hence this denotes that this makes individual resilient to career shocks.

Career shocks are the events that are not in individual control mostly but has a propensity to influence the individual career path and his respective career choices. For example, promotion (positive career shocks) or job loss (negative career shocks) will certainly need resiliency to have sustained in the life plan. Hence, how far proactive personality supports this link of being adopted and resilient to various career shocks? The support has proven its perceptual connection with performance management and several behaviors of organizational citizenship (Tansky, J. W., & Cohen, D. J. 2001) however, how far support from organizations and peers influence the individual being proactive and adoptive at work has not been raised in the discussion. Especially regarding service sector in India, which is the highest contributing sector in the Indian economy.

The organization is facing intense competition and required to give special attention to gain competitive advantage. Therefore, these organizations are seeking employees who are proactive at work and hence making proactive personality as an important tool of recruitment and hiring. India being a country enjoying the demographic dividend need to ensure the proactive youth with strong career adaptability and resiliency as the environment is quite prone to give career shocks. Since the service sector is becoming more diverse and huger concept all over India, it is compulsory for any individual to be more proactive at work, because it offers mutual benefit of career success to employee and competitive advantage to organize.

Literature has a plethora of discussion on proactive personality and its relevance to several organizational behavior dimensions and this has widely discussed topic over the area. (Seibert, S. E., Grant, J. M., & amp; Kraimer, M. L. 1999, Major, D. A., Turner, J. E., & Fletcher, T. D, 2006) however a dearth of studies has undertaken investigation in Indian context investigating linear relationship between proactive personality, career adaptability and resiliency to career shock. Through the conceptual lenses of (Martin Fishbein & Icek Ajzen, 1980) theory of planned behavior, that reflect that individual behavior is determined of his carried attitude, his environment influence and his own behavioral control and (Savickas, M. L., 2005), theory of career construction that supports occupational choice and respective work adjustment and (Deci, E. L., & Ryan, R. M., 2008), theory of self-determination which helps to understand the individual psychological need of growth without being influenced from the environment or external stimulus the present study is exploring to attempt the following research questions:

- Is there any empirical linkage between proactive personality, individual career adoptability and their resiliency to career shocks?
- Is there any moderation influence of peers' and organizational support on proactive personality and career adoptability?
- Is there any moderation influence of peers' and organizational support on proactive personality and career resiliency?

With the empirical investigation on the conceptual variable the study is extending the theoretical contribution to the literature of proactive personality and career shock as growing complexity and flexibility in environment generating need to explore the research opportunity in the literature of

career shocks. The present study would also imbibe the inferential investigation on moderation influence of support and thereby also contributing to the literature of support. The present study is undertaking as young employee as target population hence this will help to understand the conceptual findings on Indian Youth and thereby helping to generate insights for policy makers and organizational practitioners.

The thesis is arranged in the following manner, the first section explore the background of the research. Further, literature review has been written to explore the conceptual development on the conceptual variables and intended to find the gap. The study further carried forward with the research methodology in which research design, its approach and strategy, with the methods of data collection (primary and secondary), the instrument description, sample design, statistical procedure and analytical tool has been discussed. The thesis further has analysis and respective interpretation on the obtained results in descriptive form along with the hypothesis testing. This further has undertaken analysts and discussion on the research outcomes. The study further has concluded with the drown inferences on findings with giving managerial implications.

1. LITERATURE REVIEW

1.1. Definition of Key Terms:

Proactive Personality:

Proactive personality is designed to capture a behavioral tendency toward enacting, or changing, one's environment (Bateman & Crant, 1993). The prototypic proactive personality is explained as "one who is relatively unconstrained by situational forces, and who effects environmental change" (Bateman & Crant,1993). Proactive people are more involved with the organization and they try to bring out the situational changes which can be the most beneficial to the organization and the team. They try to seek the opportunity which comes on their way from which they get the idea of their quick response to the change. Indeed, the competitive advantage and success of organizations is thought to be increasingly dependent upon personal initiatives and proactive behavior (Crant, 2000). Therefore, many organizations take the advantage of this proactive personality to make their work more constructive and effective. Thus, proactive personality in a world of service sector has become the urge for the companies to lesser their burden and focus on the smart solution throughout the organization.

Being proactive includes reactive as well, because until and unless person would not react, he not only be able to change or take the decision but also would not be able to accept the situation it means adaptability. According to (Crant), data from a sample of 200 Chinese employees within 54 work groups were used to analyze the hypothesized models. Outcome showed that having a proactive

personality was linked with employees establishing a high-quality exchange relationship with their team leader. This theory connects in present theory with proactive personality, that how employees are well connected with their supervisors to be more engaged in their activity. This creates the active behavior of the team players with the role of proactivity.

According to (Crant, 2000) he says that Organizational newcomers will engage in a variety of proactive activities to develop feelings of personal control and promote their own adaptation to the new organization. This statement can create the new ideology to the proactive personality to be more confined in the adaptation process of the organization. Due to more efficacy in the field of proactivity, the self - motivation, worth, and individual performance also increases so there are more chances to get into the favorable atmosphere in the organization. This reaction also helps an individual to grow personally in the career and organization. Which creates the better relation and understanding between colleagues and team leader in support.

Career Adaptability:

Career adaptability is a wide and major concept in career construction theory (Savickas, 1997, 2002, 2005, 2013). Career adaptability constitutes a self- regulatory, transactional, and malleable competency that enables workers to successfully solve unfamiliar, complex, and ill-defined problems throughout their careers (Savickas and Porfeli, 2012). Workers with great levels of career adaptability will think to prepare about the further step (concern), take responsibility for their future career development (control), make the way for coming career opportunities (curiosity), and believe in their ability to succeed in solving career- related problems (confidence) (Savickas, M. L. 1997, 2002, 2005, 2013; Savickas & Porfeli, 2012). Therefore, career adaptability is now more needed in adults where they are though proactive but not necessarily career adaptable.

Sometimes it becomes very difficult to cope up with the working environment in changing condition and then it leads to the career shock. Which they are not resilient to the situation and shift their mindset towards the wrong decision on their career by being not satisfied. With this career construction theory by (Savickas, 1997) is used to know that how an individual can construct his career and how he is adapting it with due to any situation. The concept of career construction theory is to form a conceptual strategy to make every individual adapt their behaviors. This is how they will face the everyday life challenges in the organization.

Recent studies brought into consideration regarding the career adaptability and proactive personality where, it generally depends upon an individual and his personal growth. This also counts his background support from where he is seeking the motivation all over. This is very important in accepting the fact of different stages of adaptability in which every individual is depending on.

Resilient to career Shock:

In the advanced competitive world with the great deal of market situations, challenges towards the organizations where proactivity has become mandatory to deal out the unfavorable situation with the great sensibility. Apparently, career adaptability has also become the inclusive part of this modernized world by adapting the working conditions and behavioral outcomes of the young employees. Now this point scratches out of being resilient. Many studies investigating to individual responses to adverse circumstances have been conducted. Although there is a general agreement as to the outcome of resilient behavior, controversy exists as to mechanism of resilience (Jacelon C.S, 1997). Researchers from various fields in both the social and health sciences have analyzed resilience of young people throughout the life cycle in a variety of situations related to health as well as other life events. Some researchers have investigated resilience as a trait of individuals while other view resilience as a process (Jacelon C.S, 1997). This research will show the situations in young adults, their way of resilient by accepting the proactivity and career adaptability. Where the moderation of support influences them to be resilient to the career shocks.

According to (Scott E. *et al*., 2016) depending upon resiliency they say to build your ability to anticipate and respond to shocks so that you are both more resilient to unpredictable events and much more able to change your career goals and adapt to new environments when necessary. Moreover, they also confine specifically, a career shock could be a distinct and impactful event that triggers deliberation regarding potential career transitions like deed new skills, looking for a replacement job, ever-changing jobs, or retiring. The triggering event is also expected or surprising and should or might not induce sturdy emotions, however it's one thing that happens at a specific time. And place and impacts thoughts and feelings regarding your career standing and future career direction.

Hence this research will give the positive impact to the career resiliency and will give all the specification of the concepts which are leading with career shocks. This study also states the relationship between proactive personality and career adaptability. Several behavioral methods will

facilitate you to become additional resilient in your pursuit of your current career path, yet as more able to outline and pursue a brand-new path. How both the concepts are interconnected with the career resiliency in this form have been figured out in the research.

Support:

Moderation of support is a mental support which every individual seeks according to the time and the fluctuations in their life. In this research, support is specifically focused on family support, peer support and organizational support. Organizational bolster hypothesis holds that people embody organizations by ascribing human-like characteristics to them which they create positive social trades with organizations that are steady (Eisenberger R, *et al*., 2001*).*

Moreover, in this concept, employee is given respect by the employer, their role and duties are respected and valued, where employer cares about the socioemotional needs of the employee and provide the support and assist the resources this can also be an organization family support (Eisenberger R, *et al*., 1986*).* This can give the morale support to the employees and they can work more and give more attention to their work rather than creating imaginary controversy in the organization. Family bolster has been found to impact both career self-efficacy convictions and career choice making, be that as it may, family bolster was straightforwardly related with career look self-efficacy and career look self-efficacy was related with career hesitation (Nota, *et al*., 2007).

1.2 Theoretical underpinning and conceptualization

Along with the previous studies conducted in different concepts and situations this research furthers concludes the theoretical conjecture and the attributes of the proactive personality such as being change oriented for the betterment of the surrounding culture this are aligned with the personal growth which is given in the theory of career construction. This explains the interpretive and interpersonal processes through which individual impose meaning and direction on their vocational behavior. This theory is used in research to know the people from their careers based on how they behave at their job and in their occupational experiences (Savickas, M. L. 2005). So, this theory

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played a vital role in knowing the nature of the surroundings and their reaction accordingly. With this concept theory of planned behavior states that attitude towards behavior, subjective norms and perceived behavioral control, together shape an individual's behavioral intentions and behavior (Martin Fishbein & Icek Ajzen, 1980) which is used in this research with the objective of understanding the already known situation which is prevailing in the young minds which also leads for the proactive mind. Lastly, the theory of self-determination is used as a meta theory of human motivation and personality that impacts people's fundamental growth inclinations behind decisions that people are making without external pressure and involvement. (Richard M. Ryan, Edward L. Deci, (2008) Because this theory is directly related to the self-motivation and self-growth needed in official sectorial growth. With the help of these theories, current research got the specific purpose of motivation, behavior, occupational career responsibility.

1.3 Proactive Personality and Career Adoptability

In today's competitive world of new technologies, infrastructure, values, high rate of expectation, qualification etc. there is a keen need of the proactive mindset in all the sector of the business world. This is beneficial to all the levels of professions which will lessens the burden of more responsibilities and decision making. This is also having the positive side of the considering the proactiveness, as the top authority gives the openness to make a good decision and which will be beneficial to all the people in the organization. It also motivates the employee for allowing them to make the decision and this may give the positive side to the organization. Consequently, there are some people who will criticize the practical issues and they will remain unsatisfied. Because they are not career adaptable. To adapt the environment in the changing condition is the acceptable stage of any employee in their career, thus considering proactive personality and career adaptability this research will take the positive link between both the concepts and this is focused on the young adults who are now more into the highest service giving sector in India.

According to JM Crant, (2000), he pens that for proactive behavior since last fifteen years there has not been any of the relevant body of specific introduction which can define proactive behavior in an organization. He also adds that proactiveness has become the most integrated part of the organizational structure, where many literatures focused on the different approaches which was taken

toward identifying the antecedents and consequences of proactive behavior, and they have analyzed them in several seemingly disconnected literatures. This will give the clear concept of the proactivity and its versions by different organizations. However, there has not been any of the published literature review on the linking the proactive personality and career adaptability where the young adult will have the more power and communitive mindset to take any of the proactive action and focus towards the adaptability of the surroundings which becomes the hindrance to their work place. This article will give the clear concept of the young people who are more career adaptable with the support of the peer and organization.

According to J.M Crant, (2000), the proactive conduct is a complex, increase brought about wonder that need imperative furthermore authoritative results. Future hypothetical furthermore experimental fill in ought to further point out its antecedents, what's more consequences, also uncover those limit states of the transform of proactive conduct technique at work. He also includes that according to the twenty first century, researchers should more clarify the process of proactive behavior and by this it will lead to organizational outcomes. According to Qi-tao Tian, Yang Song, Ho Kwong Kwan & Xue Li, (2019) in the fastest growing service sector if there is a little change among the frontline employees' work performance will influence more on clients and the organization among the adults. To understand this gap, they encountered the study of relationship between work place and the proactive service performance. Considering this, the present article will also approach the significance of proactivity and how it leads to the co-worker's satisfaction level by the performance of the proactive personality and how they influence proactive personality in making good set of decision. With this according to Zhao Jiang, (2017), in his investigation of the process through which proactive personality can affect career adaptability, with a focus on the mediating role of thriving, says that his article claims that whenever employees are proactive they develop more at work which will directly led to their development towards career adaptability. However, employee with high proactivity compare to low proactivity rely less on development of their career adaptability. Considering this, the present article will put the idea of young adults for their career adaptability with proactivity and how they are adopting the environment. According to Claire S. Johnston, (2018), the various instruments were used to measure career adaptability were presented and later review of various research was done in the categories of adaptability resources and adapting responses by which it was concluded that both resources and responses contribute to positive transitions and

personal functioning in teenagers through to adults, considering that this article is undertakes the various reasonable responses focusing on career adaptability in young adults.

According to JM Crant, (2000) the process of proactive personality affects career progression and satisfaction, where he also says that proactive people creates the accurate atmosphere in a work place by taking relevant actions and this creates the career satisfaction among the employees career considering this, the current research will adapt the situation likewise by creating the career adaptation at work place with the proactivity and satisfaction level. Here Crant, (2000) links the proactive personality and career success. In this context the relationships with proactive personality and career resiliency has also impacted a lot on employees' career adaptation. Where, according to Joana R.C. Kuntz, Katharina Näswall, Sanna Malinen (2016), in their article talks about that empowering leadership, proactive personality and optimism were significantly related to resilient behaviors, where employee resiliency can be checked with the positive attitude of the workplace and the co-workers also commitment towards the adaptation of the changing working environment, job satisfaction, involvement, stress relief and decision-making quality of that employee (Shin *et al*., 2012; Wanberg & Banas, 2000; Xing & Sun, 2013). Further empirical enquiry is wished to substantiate these linkages considering a contextualized, behavioral strategy to employee resilience. Empowering management accounted for significant variance in worker resilience beyond and independently from the effect of individual differences (Joana R.C. *et al*., 2016).

According to Laramie R.T, PR James, VN Lu, Simon L.D. Restubog, Prashant B, Carolin P., (2014) considering career adaptability that, how young people can be extra equipped to navigate via a more and more complicated work environment characterized by way of speedy and pervasive change. In cutting-edge fast-evolving profession context marked by means of multiple transitions and elevated personal responsibility, frequent abilities transferrable to a range of occupational situations, in addition to discipline-specific and technical skills, are increasingly turning into greater valued in the workforce. According to Dr. Savickas, (2013) focusing on career adaptability that the willingness to adjust to change, adaptivity also includes readiness to act to enhance one's profession situations, this can be used as a highlight consideration for the young adults. With this (Bateman & Crant, 1993) says that conceptualize adaptivity in phrases of proactive personality which pertains to an individual's predisposition to provoke action aimed at influencing one's environment. (Crant, 2000), also pens that Aligned with the emphasis on personal organization in career construction theory, the

proactive point of view posits that individuals can enact change to enhance their modern situations and are now not usually passive recipients of environmental constraints. Where this can be said that due to modern working situations, the young adults are more empowered to think proactively and participates in all the conditions they also take the initiatives for their organization. Moreover, considering (Bateman and Crant, 1993, Seibert *et al*., 1999) states that when confronted with the need for career adaptation, proactive individuals are probably to successfully put together for and negotiate career-related modifications given their propensity to become aware of possibilities for enhancement and create work environments that are congruent with their vocational desires, Considering this, it can be said that proactive personality should work skillfully with adapting the surrounding environment and to be more responsible towards their work and career. With this (Jenny Bimrose and Lucy Hearne, 2012) states that career counseling support is the two-way concept for career resilience and career adaptability together they provide the great explanation for the support of young adults this will guide them that they can pass forward the idea of successful career.

Thus, considering the above-mentioned literatures, it can be further classified that the proactive personality and career adaptability both are self-imbibed in an individual. Perhaps, organization has also played an important role in the curriculum of the proactive behavior and the decision what they take. In this, young adult is more into the pro behavior and hence they lead to tackle the observative situations and again to be more into the career they adapt organization culture. With this in it also describes that how resilient they are for their understanding of the scenario. Also, they are more motivated and secular for the job they are into. Their boundaryless career focuses on the many ways of visualizing the concept so they can take out all the possible way out of any of the relevant point which they think is the best for the team or organization. This creates the different level of career adaptation. With that the conceptualized career attitudes also creates the mindset of adopting the situations encrypting in the proactive personality and due to this they bring the change into the business which they think is the great step towards the positive attitude with accepting the career belongings.

#Hypothesis 1: Proactive Personality is positively influence to individual's Career Adaptability.

1.4 Proactive personality and Resilience to Career Shock:

Working condition in an organization changes with the high pace, which can influence young adult career and career development. Due to many corporate mergers, takeovers, adaptations, downsizing etc. this situation can be directly affected to their careers. Considering this generation not a single individual can spare their time or work under one organization for life time. Consequently, they will shift to other new opportunities after understanding the situations of the current organization and they will choose to another career which require resilience and independent (Brown, Bettina Lankard, 1996). This article will give the clear concept of resilience, resilience to career shock and how to adapt career with proactive personality by being career resilient. According to Collard, 1996 has given many definitions of career resilience and amongst them the most popular is "the ability to adapt to changing circumstances, even though the situations are discouraging or disruptive" (p.33). Other definition is "the result or outcome of being career self-reliant" (p.34). According to Brown, Bettina Lankard, (1996), Over the last three decades there has been unseen and cold agreement between the employee and the employees this is the reflection of their part in self-management and self-development in their career. If we consider the time before 1960s, at that time it was conceptualized that the employee and the employer both are having the good bond and they were doing the jobs with loyalty, good communication with bond relations, and the obvious job performance without any expectations. After that years there comes new generation with new time that now the organizations, employee, employer and the bonds. This are the characters they play in the organizations. Here, they do the deal of the works which they are undertaking. Employees must develop the skills, performance, tasks, with lot many upgradations which may or may not be considered by the organization and this creates the career shocks. For which the focused group the young generation is not at all resilient to. To maintain themselves they must have plans to show their talent and the performance for longer employability (Waterman, Waterman, and Collard 1994, p. 88). According to R.H Waterman, *et al*., (1994) the time gap of switching from career dependence to career resilience is not only crucial but also unavoidable. The organization after analyzing this huge change they should bring the new strategies for the benefit of employees and their work. Rather they

are only focusing on their company politics and this is how the employees are not satisfied with the rules and regulations despite of great struggle and efforts, they are not adaptive to the organization environment and they are not resilient to the contract. With the changing working conditions in today's organization, the companies should consider improved, skilled, well responsible employees who can be proactive with all the situations in the organization. They should also allow the employees with upgraded knowledge of doing work independently, with high level of self-motivated and they should be career self-reliant. In the year 1994, many theories a research were drawn, and the concept of career reliance came into consideration because of changing employability, contracts, business tactics & organizational goals, this scenario gave the employee to become more career resilient and to be more passionate about the organizational perks (Collard, Betsy, 1996).

Considering Brown, Bettina Lankard, (1996), article where he says that the company's job is to keep the company alive where the organization is not at all responsible for the job security of their employees and its functions. With this they should be self-reliant. Moreover Koonce, (1995), says that employees should have the attitude of self-employment, where he also describes that employees should be positive enough to see themselves as they are doing their own business like they should consider their work place as their own business even if it's not their own, this attitude will make them more into their work and organized employability. Koonce (1995) also focuses on the skills of the employees, that they should keep them updated with all the possible skills they have according to the demand and what they possess, they should be accusative active that what company will need in future, they should proactive regarding that skill and learn them accordingly. According to Brown, Bettina Lankard, (1996), it takes career resilience either to take control of one's own career. Moreover Collard (1996) says that the people who are career resilient take initiative in business to link up their organizational skills their dedication towards the business segments, learning and growth quick and adaptable attitude, focused till they are into the organization. This creates career resilience to be more employable and this is what it leads to career resilience by taking all the situations of accepting attitudes, the learning outcomes, their willingness to take risk on their personal charge for the benefit of the organization. This will contribute in how the employee takes the courageous decisions and his behavior with that matters more to become career resilient (Brown, 1996). He also says that stability and self-determination are two unique features of the new employer - employee cognitive contract providing employee commitment advantages and job satisfaction. Considering this feature, they create new work opportunity for the employees and create new

arrangements for the individuals place and stability in life which can foster by the career resiliency for the young employees. Koonce, (1995) comments that, employee need to think about the future, what do you want, where do you want to go with the respective career and this can help them out for their future outcomes. According to Brown, Bettina Lankard, (1996) organizations that endorse career resilience are committed to working with even their own workers in collaboration. They offer a wide range of opportunity for growth and necessarily involve their employees in complex work. Such organizations facilitate effective communication, including those of good and bad news transactions. In the past, employers safeguarded their employees from bad news such as diminishing revenue from sales, loss of customers, or high operating costs. Today, with many organizations adopting almost the whole process of quality assurance, workers are made aware of problems in the hope that they'll be part of the solution. These opportunities impact on their careers and they accept it with positive attitude of self-employment. Career resilience is the prime factor which supports the focus of organizations towards the employee growth and development. According to Waterman, *et .al,* (1994) the successful organizations who endorse career resilience they provide the help and better opportunity for the employees for daily upgrading their skills, interests, principals and the qualities so that employees have the better idea of their own ability and the opportunities opened by the organization for the betterment of their career and bring on the meaningful employability. Due to concerns that organizations that encourage their employees to upgrade their skills and employment prospects will lose them to their competition, then they also are more likely to be maintained by employers who value highly skilled and motivated workers.

Employees continues working with the organization when they feel safe about their employability. Moreover, many organizations motivate their employees to work more and upgrade their morale to develop the learning context. "A lateral move is a sound strategy when an employee want to shift from a slow growing or peripheral part of an organization to a part poised for expansion" (Kaye and Farren 1996). By this we can understand how the organization can support the career resilience. Accordingly, we will see how career resilience is an important part of any career development effort also how proactive people does their growth by adapting the career in the changing working conditions towards career resilience.

Following are the recommendations which are given by (Collard *et al*., 1996):

1. Interact to clients how improvements in the workplace require greater private responsibility to monitor their careers; redefine career development around learning;
2. Include work content stress testing and work strategy skills as part of career evaluations;
3. Create a future focus and scan the environment endlessly for emerging trends to challenge the thinking of such clients; and
4. Practice self - reliance by optimizing their skills against field standards these days of excellence and by committing themselves to an ongoing training and development plan.

Thus, the challenge of career resilience can be more stressful to the employees who are growing on job opportunity and who have the high control needs, (Brown, Bettina Lankard, 1996). However, due to above mentioned literature for the career resilience wraps with the idea of the youth can be more compatible with the job security, who then tries to focus more on developing their skills and upgrade themselves towards their career by adapting the working conditions smartly. Also, they should access their skills by being independent for their career growth.

#Hypothesis 2: Proactive personality, career adoptability and resilience to career shocks are significantly correlated.

1.5 Moderation of Support

With the fastest growing and modernized world, there is always pressure from the work life, deadlines, exams, presentations, meetings, business deals etc. so to concreate that stress there is always a need for mental support. This article will take the positive flows that influence the young generation to uplift their mental stability. Therefore, in the organization to adapt the career in working condition there which takes time to adjust, there is always a need for peer and organizational support, whether it is co-worker, manager, colleagues, family or friend. They play a very important role to motivate the people who are dealing with the low situations. This helps in the way to become resilient to career shock. Which will lead to proactivity, career adaptability and how to be more career resilient due to career shocks.

According to Adams, King, and King, (1996), says that there is no such definition for social support which is interim form occupational stress literature. They also say that social supports can come from both the ways that is from family and from the organization as well, which can be further termed as emotional support or instrumental support. Moreover, (Kaufmann and Beehr, 1989) claims that emotional support from family and friends was positively associated with a composite of variables (job satisfaction, boredom, and depression) characterizing strain reactions, but that instrumental support from family and friends was not. Still Adams *et al.*, (1996) says that family support can definitely play an important role in the professional stress process, however it is probably more strongly related to health and heigine than to specific business work. According to Viswesvaran, Sanchez, and Fisher, 1999), he says that according to the model of social support, there are the various form of direct effect would be reflected like there are positive correlation between social support and strain. However, because of lack of support constitutes a stressor, there may be a negative stressor- support correlation. Consequently, in this article this has done the positive outcome of support where it influences the people to act and handle the situation calmly and adapting the working environment with resiliency.

Considering Career construction theory (CCT) research has suggested that the class environment is an important contextual factor that frame the study-to-work transition or the formative stages of career evolution (Garcia *et al.,* 2011, Hargrove *et al.,* 2002, Restubog *et al.,* 2010). Moreover, (P. Guan, *et al.,* 2016) said that having peer support helps people to lead and explore their career exposure it also assists the confidence level to motivate them to pursue their own career goals for which they were already committed with. This is how peer supports accepts the norms of their children and respect their strong commitment for the career. This believe, and support will never discourage them for aspiring any of the career related choices and the career adaptability. (Leung, Hou, Gati, and Li, 2011) reported that the positive relationships between parental expectations and career decision-making difficulties was strengthened for individuals who endorse traditional values. Moreover, peer support is also very mandatory in terms of giving the emotional and mental support to the young adults in counter of their organizational stress and to become more resilient towards their career shocks. Both instrumental and emotional types of supports square measure significantly vital in facultative students' career self-exploration that is commonly characterized by anxiety, uncertainty and indecision (Savickas and Super, 1996). It is conjointly vital in terms of fostering the

event of child's line of work self-concept, additionally to their personal agency and management over career construction (Savickas, 2005).

According to Savickas, (2005), career construction theory implements on the people who adapts career and that is influenced by individual's personal organizational experiences. During this phase only, it is supposed to get the parental support to be influenced for vocational growth and the career development. This can also be formulated by including that parental support provides important resources to help accomplish vocational development tasks integral to career growth and exploration thus fostering the development of concern, control, conceptions, and confidence. With this it can also influence peoples set of minds and their career goals which can motivates them in their day today life.

According to Robert Eisenberger and Robin Huntington, (1986). In their article of perceived organizational supports claims that the employees should be more into the organization and the same applies to the organization to be more committed towards the employees. They also reported that organizational support towards the employees will increase the working efficacy of the employee and this can also lead to the more attachment towards the organization and their expectancy for the growth of organization will be there this will be the great reward for the organization that their employees are more focused for the ideology of the organization and they should be motivated.

Thus, considering the concept of moderation of support, where in this fast-growing economic world it has become the trend to live in pressure and to unfold this pressure human beings need everyday motivation which can become that key to adapt the organizational situation and the culture and the environment. This research will also give the idea of the influence of support in the career. This will be linked with proactive personality and career adaptability where how to be resilient and this will give the impact on the influence of support on young adults.

 # Hypothesis 3: Support moderates the relationship of proactive personality and individual career adoptability.

#Hypothesis 4: Supports moderates the relationship of proactive personality and resilience to career shocks.

1.6. Conceptualized gap identified and frame work

The literature review through the database such as EBSCO and SCOPUS are used to know the conceptualized gap in this field of research and found many studies on career adoptability and proactive work behavior however getting proactive personality, career adoptability and resiliency to career shocks in linear investigation has not been observed especially in the context on Indian Service sector. Along with this the study also found that moderation of support comprising peers and organizational support has not been studied in context of proactive personality and career adoptability. Hence with narrowing the gap the present research also contributes to the literature of support. Considering above explanation, the present study has identified contextual and conceptual gap with studying the conceptual gap in focused sector i.e. service sector and the focused group of people i.e. young employees who are new and active in the market. (Figure 1) represent the conceptual frame work of the investigation.
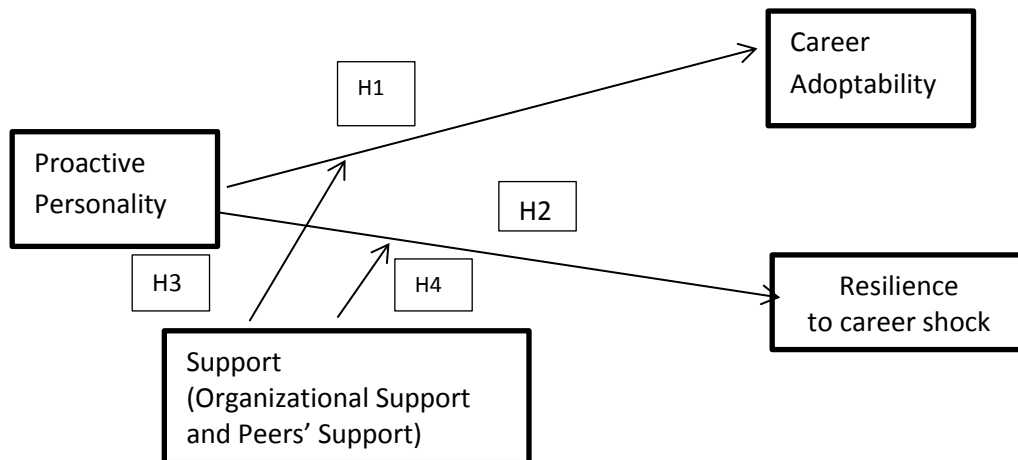
Figure 1: Conceptual Framework of the study.

2. RESEARCH METHODOLOGY

The research design has adopted the quantitative approach. The study has taken traditional steps of research where problem is identified with exploring the literature and identifying suitable gaps, survey instrument formulations and collecting the data with designing sample criteria and analyzing with statistical test on proposed hypothesis and descriptive analysis. The finding then explored in regards to adopted research questions. Research approach based on rationale and the aims of this study, it is very clear that the research design of the study is 'descriptive and correlational' in nature. This study seeks to understand and define certain specific aspects related to proactive personality and career adaptability which are linked with resilient to career shock especially in young group where they need moderation of support of organization in work place or in family from peer to overcome or to relief from the modern working environment.

2.1 Data collection:

Primary Data: Primary data has been collected through survey method. The structured questionnaire was collected through the online survey, which are then send to the employee's email who are employed with service sector. The details on the measurements are further been illustrated in this section.

Secondary Data: In this study, secondary data are collected by referring many articles, web-based articles, reviews, previously and latest done researches, in the structured database such as EBSCO

and SCOPUS. Google scholars and other data bases has also been utilized for the referencing and other usage.

2.2 Research Instrument:

The questionnaire is constructed in two parts the first part has undertaken the demographic variables and the second part has undertaken the measurement of the conceptual variables. The study has observed proactive personality as independent variable and career adoptability and resilience to career shock as dependent variables whereas support has considered as moderation. According to reliability analysis, it can be said that the statistics which is observed for all dimensions can be considered as acceptable and very good range as the observed alpha value for all the scale is above .6. , Considering the entire scale, it shows (.81) which shows reliability of the scale items. Sample adequacy has also been confirmed as the observed KMO values are coming in acceptable range. The instrument has also found validity with giving significance statistical value obtained for chi-square difference test. The observed Likert's scale has been adopted, "agree", "strongly agree", "neutral", "disagree", "strongly disagree". The measurement for each variable has been adopted from the literatures to which description is given below;

Proactive Personality- This was measured using Beteman and Crant's (1993), five items measures wording such as "I assume myself solving a complex problem of my team members before they face it". This item is summed to arrive at a proactive personality score.

Career adoptability - This scale is used from Mark L. Savickas, Erik j. Profeli, as this scale consists of 4 dimensions measure concern, control, curiosity & confidence consisting five Items. The item wording includes as "I am confident enough, to take good decisions for my company."

Resilience to career shock – Resilience scale for adults is self-reported scale, developed by Friborg, Hjemdal, Rosenvinge, and Martinussen, (2003) to measure individuals' protective resilience elements (Smith-Osborne, and Whitehill Bolton, 2013). Five items were adopted from five dimensions: personal competence, social competence, family coherence, social support and personal structure. The item wording includes as "I feel there were variations in company conditions that I received before joining the company and the actual ones?"

Support – Co-worker support scale and organizational support scale was adopted by (Zhou & George's, 2001), 8 items scale that requires respondents to consider the extent to which they believe, receive help in their work unit form peers and organization. The item wording includes as "I feel my organization cares about my opinion"

Table 1: Reliability and Validity statistics

Dimensions	No of	Cronbach's	KMO	Chi-	DOF	Sig.
Entire Scale	20	.89	.81	1923.11	190	0.0
Proactive Personality	05	.69	.67	322.07	10	0.0
Career Adaptability	05	.70	.67	217.36	10	0.0
Resilience to career	05	.76	.65	323.15	10	0.0
Moderation of support	05	.67	.77	242.78	10	0.0

- **All the coefficient correlation is significant to p<0.05**

2.3 Sampling Design:

Sampling design includes the simple random sampling as the data has been collected from the people who are working in service sector in Vadodara, India.

The estimated sample size from the below mentioned formula calculations is 384. But due to the limitation of time the present thesis has undertaken the 200 as sample size. Out of the received survey 170 has been taken for the analysis as this much has received with complete information.

A. Sample calculation as per Cochran (Cochran, 1963, p.75) when population is unknown: $n_0 = \frac{z^2 \times p(1-p)}{e^2}$

B. $n_0 = \frac{(1.96)^2 \times 0.5(1-0.5)}{(0.05)^2} = 384.16$

In this study sampling size consists of 170 young adults who are working in service sector in Vadodara City, India.

Profile of the respondents: Participants of this study were 170 young adults working in service sector in India. Among the respondents 52.3% were from the age between 18-25, 27% from the age group of 26-34 and 10.3% from 35-40 and 41-45. In which 60.3% were male and 39.7% were female.

2.4 Data analysis and procedure:

To observe the generalized understanding on the target populations the descriptive statistics; means, standard deviation was used to analyze the data. Chronbach alpha coefficients were used to assess the reliability of the measuring instrument (Clark and Watson, 1995). To specify the relationship between variables regression analysis was conducted. In terms of statistical significance it was decided to set the value at a 95% confidence interval level ($p<0.05$). The hierarchical regression analysis was performed to test the hypothesis. To test the hypothesis multiple regression analysis was done in three steps. In Step 1 the independent variable was regressed with the dependent variables. In the following step the moderating variable the Support were entered. The strength of correlation has been observed between moderating variables and dependence variables in order to enter the moderated variable in the current step. In the final step, the interaction term (support and proactive personality) was added, moderation effect was confirmed if the interaction term was statistically significant and if explained variance (R^2) was significantly increased ($p<0.05$) Shukla D (2016).

The software assistance has been taken where SPSS has been utilized as a means to support the analysis (SPSS 2009) and Mendeley desktop to support the referencing and search of the relevant literature.

3. DATA ANALYSIS

The data has been analyzed with descriptive statistics and inferential statistics.

3.1: Descriptive analysis on demographic variables:

Age	Frequency
18-25	52.4
25-34	26.5
35-40	10.6
41-45	10.6

Interpretation:

According to the figure, we can see that respondents are more from the age group of 18-25 as they are more active and fresh starters. Secondly, people from the age group of 25-34 also gave a good response. But people from the age of 35-45 gave less response because they have already experienced the organization environment and it can be assumed that they are already in the second phase of their career growth.
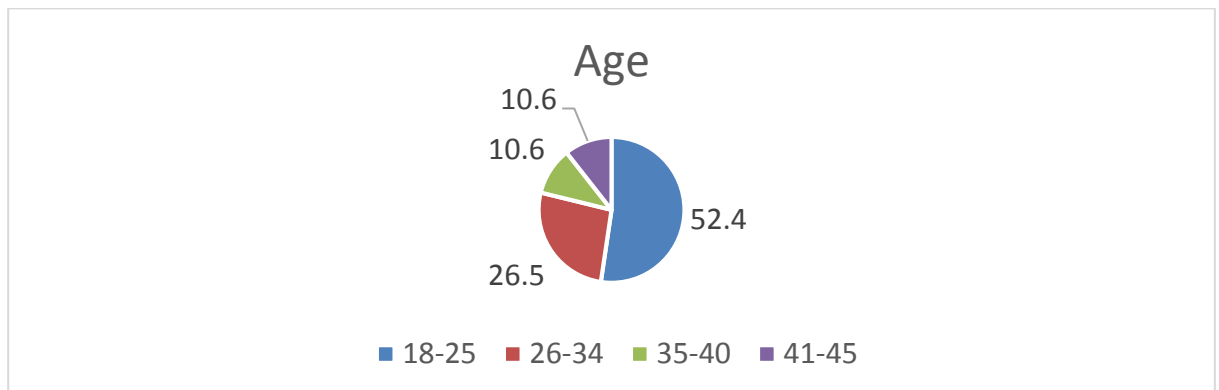
Figure: 2, interpretation of age in a pie chart.

3.2 Descriptive analysis of gender:

Gender	Frequency
Male	60.6%
Female	39.4%

Interpretation:

According to above mentioned figure, we can easily make out that among the respondents, there are 39.4% female and 60.6% are male. Which can be assumed that service sector is having more male workers then female. The concepts are more favorable to male rather than female in this research.

Figure 3 interpretation of gender, pie chart

Table 2. Descriptive analysis of proactive personality

Proactive Personality	Scale of Frequency					Mean	SD
	5	4	3	2	1		
I assume myself solving a complex problem of my team members before they face it	29%	44%	26%	1%	0%	4.01	.76
I create lists and try to concentrate on the essential things first which is favorable for my organizational environment	24%	48%	28%	1%	0%	3.94	.73
When I encounter a problem, I take the initiative in solving it for my company	19%	56%	25%	1%	0%	3.92	.67
I change obstacles into positive actions of my organization.	23%	63%	14%	0%	0%	4.08	.60
I overwhelm the odds happily with the help of my family.	41%	46%	13%	1%	0%	4.26	.70

Interpretation:

Above mentioned table represents a descriptive analysis of the scale in which, according to the variables mean and standard deviation has been taken out. Scale of frequency has been set to know the respondents and the level on which they are agreed and disagree.

Table 3. Descriptive analysis of career adaptability
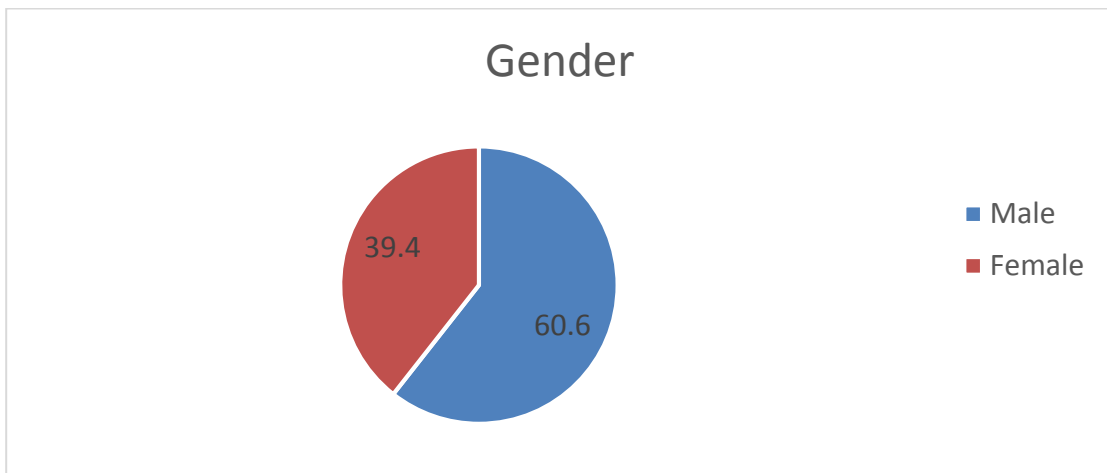
Career Adaptability	Scale of Frequency					Mean	SD
	5	4	3	2	1		
I am confident enough, to take good decisions for my company.	50%	38%	6%	6%	0	4.31	.85
I can control my emotions, whenever I take complex decisions for my team	21%	49%	29%	6%	0	3.88	.77
I can voice for that, which is wrong or injustice towards the organization & its environment	29%	62%	8%	1%	0	4.19	.61
I always look for the opportunity to grow as an individual.	48%	44%	8%	0	0	4.40	.62
I always think positive about my future and try to predict it with the help of my family	45%	25%	29%	0	0	4.15	.85

Interpretation:

According to this table, analysis has been done by taking out the mean and standard deviation of the variables. This is measured by the frequency scale in which people responded with different Career Adaptability variables.

Table 4. Descriptive analysis of resilience to career shock

Resilient to Career Shock	Scale of Frequency					Mean	SD
	5	4	3	2	1		
I feel that my working environment is favorable.	27%	30%	37%	0	0	3.72	1.04
I feel that there were variations in company conditions which I received before joining the company and the actual ones.	12%	35%	45%	8%	0	3.50	.80
I feel that there are differences in my ideal image of co- workers and the reality	12%	33%	53%	2%	0	3.54	.73
My family supports me whenever I am stressed	49%	44%	6%	1%	0	4.40	.65
My organization believes in my efforts to achieve the goal outcomes	26%	68%	5%	1%	0	4.20	.54

Interpretation:

According to the above-mentioned table, there are different type of frequency scale from, which mean and standard deviation have been taken out to measure further statistics. According to this career resiliency has been measured.

Table 5: Descriptive analysis of support

Support	Scale of Frequency					Mean	SD
	5	4	3	2	1		
My supervisor creates a trusting and welcoming environment	51%	38%	11%	0	0	4.40	.68
Me and my supervisor discuss my career inside the company	15%	49%	31%	4%	1%	3.74	.78
49I feel that family support is essential for work-life balance	45%	48%	6%	1%	0	4.35	.65
I feel connected to my co-workers	26%	52%	21%	1%	0	4.04	.70
My organization cares about my opinion	45%	32%	23%	1%	0	4.20	.81

Interpretation:

This table gives the similar interpretation as Proactive Personality, Career Adaptability and Career Resilience. Mean and Standard deviation are collected to know further statistical reviews.

3.3: Hypothesis testing

This section has undertaken the statistical testing of hypothesis. The linear regression analysis has been done for the hypothesis 1 and 2 and hierarchical regression analysis was performed to test hypothesis 3 and 4.

#Hypothesis 1: Proactive Personality is positively influence to individual's Career Adaptability.

#Hypothesis 2: Proactive personality positively influence to resilience to career shocks.

The regression analysis has been performed to analyze the influence of proactive personality on career adoptability and resilience to career shock. The hypothesis 1 has accepted as the model fit has been observed with adjusted R2 at 40 % at significant level, $F(1, 168) = 116.53$, $p<.05$. The proactive personality has significant influence upon career adoptability ($\beta=.64$; $p<.05$). Hence this proves that people who are proactive have strong chance of being adoptable towards there career challenges. The second hypothesis also got approved as the model fit observed at $F(1, 168) = 154.81$, $p<.05$) with significant coefficient value ($\beta=.69$; $p<.05$) hence Proactive personality can predict the resilience to career shock and have average propensity to predict.

Table 6: Regression analysis.

Model	Adj. R Square	F	F test significance value	β	p
H1: PP-CA	.40	116.53	.000	.64**	0.00
H2: PP-CR	.47	154.81	.000	.69**	0.00

** p<.05

Source: Analysis through obtained primary data

#Hypothesis 3: Support moderates the relationship of proactive personality and individual career adoptability.

To test the hypothesis two regression model was performed, model 1 has two IV s as Proactive personality and support and one DV as career adoptability. The model one found significant as adjusted R ^{2} as .40. however, the slop coefficient has found significant for support (β=.039; p<.05) but not found significant for Proactive personality (β=.64; p >.05). In model 2 along with the first two IV the interaction term has also been given as third IV. It is observed that coefficient values become non-significant (β=.151; p>.05) for support, Proactive personality (β=.53; p>.05) and Interaction term (β=.17; p>.05) with no change in the value of R^2 (Model 1 R^2= .40 and Model 2 R^2= .40). Hence, the hypothesis is rejected and hereby the result from analysis demonstrates that there is no moderation of support on proactive personality and career adoptability.

Table 7 Moderation analysis where career adoptability is dependent variable

	Model 1 (Without Interaction)	Model 2 (With interaction)
Adj. R Square	**0.40**	0.40
F test significance value	**.000**	.000
B$_1$ (pro-active personality)	**.64****	0.53
B$_2$ (support)	**0.03**	0.15
B$_3$ (pro-active personality x Support)	_	.17

** p<.05

#Hypothesis 4: Supports moderates the relationship of proactive personality and resilience to career shocks.

To test the present hypothesis two regression model was performed as well, model 1 has two IV s as Proactive personality and support and one DV as career adoptability. The model one found significant with 47% predictability, $F_{(1, 167)} = 77.52$. The coefficient has found significant for support ($\beta=.045$; $p<.05$). this also found significant for Proactive personality ($\beta=.68$; $p <.05$). In model 2 along with the first two IV the interaction term has also been given as third IV. It is observed that coefficient values become insignificant ($\beta=.56$; $p>.05$) for Proactive personality and significant for other two IVs support ($\beta=1.18$; $p<.05$) and Interaction term ($\beta=1.95$; $p<.05$)   with observable change in the value of R^2 (Model 1 $R^2= .47$ and Model 2 $R^2= .50$). Hence, the hypothesis is accepted and the result from analysis demonstrates that there is moderation influence of support on proactive personality and resilience to career shock.

Table:8. Moderation analysis where Resilience to career shocks is dependent variable

	Model 1 (Without Interaction)	Model 2 (With interaction)
Adj. R Square	**0.47**	0.50
F test significance value	**.000**	.000
B_1 (proactive personality)	**.68****	0.56
B_2 (support)	**0.04****	1.18
B_3 (proactive personality x Support)	_	1.95
P Value of B_1	.000	.061
P Value of B_2	.000	.000
P Value of B_3	_	.001

** $p<.05$

3.4 Comprehensive results on Hypothesis testing

	Hypothesis	Regression Results	Status
H1	Proactive Personality is positively influence to individual's Career Adaptability.	β=.64; p<.05	Accepted
H2	Proactive personality positively influences to resilience to career shocks.	(β=.69; p<.05)	Accepted
H3	Support moderates the relationship of proactive personality and individual career adoptability.	(β=.17; p>.05)	Rejected
H4	Support moderates the relationship of proactive personality and resilience to career shocks.	(β=1.95; p<.05)	Accepted

Conceptual framework of proactive personality, career adaptability, resilience to career shock and support, their links and hypothesis:
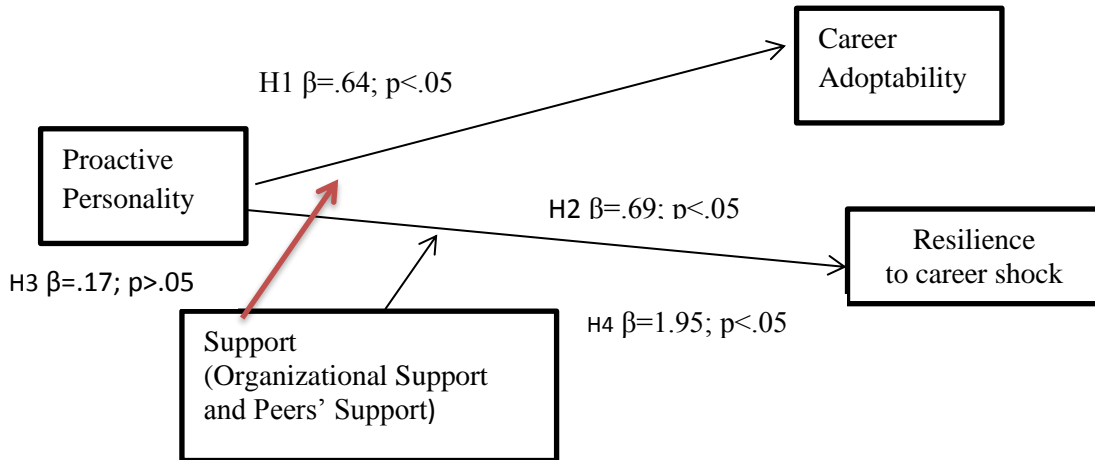

Figure 4: Test Results on Conceptual Framework

4.FINDINGS AND DISCUSSIONS

The aim of this study is to link the proactive personality, career adaptability with resilient to career shock and to understand the moderated role of support on the persons' proactivity and his career adoptability and resilience to career shocks. The results found supported with the finding of (Tolentino, *et al*., 2014). Who investigated the concept in Australian context, the study claims that higher personal adoptive readiness relates to better career adoptability among young people. While discussing further about the link between proactive and career resiliency, the present statistical inferences supported the relationship with significant, this proves that people with proactive personality are showing the resiliency to career shocks that mean they have ability to bounce back after encountering any career challenges, the present findings partially go in line with (Akkermans, J., *et al*., 2018) who claims that contextual factors affects individual in their career preparedness. As the studies investigating resilience to career shocks are very less the direct validation of finding could support the literature.

Understanding the moderation influence of support received from friends, family and organization on the individual propensity to be proactive and career adoptive has not been supported in the present results. Since the various studies has examined the perceived organizational support regarding individual work-related behavior (Eisenberger, *et al*., 1990, Aselage, J., & Eisenberger, R. 2003, Shukla, D. 2016) hence the present findings would add to the dimensions of support structure. As this claims that individual being proactive may be adoptive at work however, support has not any

influence on one being adoptive. The statistical analysis also reveals while analyzing the moderation effects on support on proactive personality and resiliency to career shocks. This was observed that support does have capacity to influence the individual resilience to their respective career shocks. The finding goes in line with the (Maurer, T. J., and Chapman, E. F, 2013) who found that support is important factor in employee career development. The study has many drawn inferences regarding the youth of Vadodara, India. Most of them are proactive and adoptable as the observed mean score are found at good level however looking towards to their resiliency towards career shocks the score has been observed in average range.

Hence this demonstrate the need to let the young employee given a care and psychologically safe working environment so that he may raise his voice and be proactive at work.

CONCLUSION

The primary objective of current study was to understand the link between proactive personality, career adoptability and resilience to career shocks, the study concludes that proactive personality have significant influence on career adoptability and resiliency to career shocks. The study has also aimed to find the moderation influence of support on people's being remain proactive and adoptive towards their career. And, concludes that though individual being proactive is having tendency to be adoptive towards the several career demands, however support has no major influence him being proactive and adoptive. At last the study has analyzed the moderation role effects of support that individual received from peers, family and organization on his ability to be proactive and resilient towards career shocks and concluded that support has significant influence on individual being resilient to career shocks and being proactive at work and there by executing proactive personality traits. This study also concludes that youth of India has good level of proactivity and adoptability; however they need to work upon the being resilient towards several career shocks.

Several core studies on the literature regarding resilience to career shocks and individual being proactive at work are recommended from the academician and scholars in the field which are evidenced in several discussion forums in organizational behavior discipline. Henceforth, present study has unique contribution first; by making comprehensive support (peers, family and organizational) on the career literature. Studying the resilience to career shocks in Indian context not only balancing the recent emphasis on individual agency in career literature (Akkermans, J. and Kubasch, S. 2017) but giving contextual understanding of the concept. Second is the insight on the

conceptual linkage of support on proactive personality, career adoptability and resilience to career shock as these dimensions haven't explored earlier in empirical research investigation in regards to youth of India.

With investigating the role of support on career adoptability and resiliency to career shocks this study present unique implication to Human Resource Practitioners, who are striving hard to gain the employee readiness at work towards several job and task demands. This study therefore proposes to understand the employee support framework and have insights of his formal and informal grouping along with the providing supportive culture at work, this will help employee to be resilient towards any challenges and be ready to support organizational from his performances. The study also gives practical implication to individual young employee to have reliable and supportive networking in personal and professional regime so that he may ensure his resilience at difficult and challenging situation of careers, As the proactive personality support the resiliency hence this is also recommended to them to be proactive towards the job and career demands. This will help them to be adoptive and active towards career challenges and eventually helps them to gain overall life satisfaction and happiness.

As the study has undertaken the data at one point of time with selected sample area in India, this limits the generalization of the results hence giving scope of further investigation with longitudinal studies being performed in several part of India with larger sample size. The present study confined its limit with service sector employees hence its application to understand the other sectors employees' behavior also presents the future scope of study. The study has undertaken young employees as target population which limits the understanding of old age employees, hence this also presents the scope of study where conceptual understanding can be drawn upon other age group along with investigating demographic influence. The dimensions such as cultural factors, ethnic group influence on the person's being proactive and adoptive at work may also be undertaken as future scope of investigations.

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(APPENDICES)

Questionnaire

on

Proactive Personality, Career Adaptability, Career Resilience and Support.

Dear Respondents,

With due respect, I seek your kind cooperation and invite you to participate in the survey below, which is a part of the Master Thesis Project. The current study is attempted to study **the Personality of a person at work**. The following questionnaire consist the statements about your feeling and attitude towards your work and life feelings and actions. This would also entail general information about yourselves and your working environment. I request for your valuable contribution to complete the following survey. There is no time limit, but make sure that each statement is carefully read and answered. Please fill as directed in each section. Your responses would be kept confidential. Your cooperation is highly appreciable in advance. Researchers would like to extend the gratitude towards your valuable contribution.

Yours sincerely,

Dhwani Suthar

Part 1: **Personal Information**

Instruction: Please mark ✓ in the match and in the fact that most meets your comment.

       1.) Gender

          ☐ Male   ☐ Female

       2.) Age

          ☐ 18– 25 years   ☐26 – 34 years   ☐ 35 – 40 years

          ☐ 41 – 45 years

       3.) Designation

Part 2:

(A) Proactive Personality

Instruction: For each of the following items, please mark ✓ in the fact in each statement.

Questions		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I assume myself solving a complex problem of my team members before they face it					
2	I create lists and try to concentrate on the essential things first which is favorable for my organizational environment					
3	When I encounter a problem, I take the initiative in solving it for my company					
4	I change obstacles into positive actions of my organization.					
5	I overwhelm the odds happily with the help of my family.					

(**B**): Career Adaptability

Instruction: For each of the following items, please mark ✓ in the fact in each statement.

	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I am confident enough, to take good decisions for my company.					
2	I can control my emotions, whenever I take complex decisions for my team					
3	I can voice for that, which is wrong or injustice towards the organization & its environment					
4	I always look for the opportunity to grow as an individual.					
5	I always think positive about my future and try to predict it with the help of my family					

(C): Resilience to Career Shock

Instruction: For each of the following items, please mark ✓ in the fact in each statement.

	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I feel that my working environment is favorable.					
2	I feel that there were variations in company conditions which I received before joining the company and the actual ones.					
3	I feel that there are differences in my ideal image of co- workers and the reality					
4	My family supports me whenever I am stressed					
5	My organization believes in my efforts to achieve the goal outcomes					

(D) Support

Instruction: For each of the following items, please mark ✓ in the fact in each statement.

	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My supervisor creates a trusting and welcoming environment					
2	Me and my supervisor discuss my career inside the company					
3	I feel that family support is essential for work-life balance					
4	I feel connected to my co-workers					
5	My organization cares about my opinion					

***

#Hypothesis 1:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640[a]	.410	.406	.39372

a. Predictors: (Constant), PROACTIVE PERSONALITY

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.066	1	18.066	116.539	.000[b]
	Residual	26.043	168	.155		
	Total	44.108	169			

a. Dependent Variable: CAREER ADAPTABILITY

b. Predictors: (Constant), PROACTIVE PERSONALITY

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.360	.264		5.151	.000
	PROACTIVE PERSONALITY	.699	.065	.640	10.795	.000

a. Dependent Variable: CAREER ADAPTABILITY

#Hypothesis 2:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693[a]	.480	.476	.40384

a. Predictors: (Constant), PROACTIVE PERSONALITY

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.248	1	25.248	154.814	.000[b]
	Residual	27.398	168	.163		
	Total	52.646	169			

a. Dependent Variable: RESILIENCE TO CAREER SHOCK

b. Predictors: (Constant), PROACTIVE PERSONALITY

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.529	.271		1.953	.052
	PROACTIVE PERSONALITY	.827	.066	.693	12.442	.000

a. Dependent Variable: RESILIENCE TO CAREER SHOCK

#Hypothesis 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641[a]	.411	.404	.39441
2	.641[b]	.411	.401	.39550

a. Predictors: (Constant), PROACTIVE PERSONALITY, SUPPORT

b. Predictors: (Constant), PROACTIVE PERSONALITY, SUPPORT, PPSUPPORT

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.130	2	9.065	58.274	.000[b]
	Residual	25.978	167	.156		
	Total	44.108	169			
2	Regression	18.143	3	6.048	38.664	.000[c]
	Residual	25.965	166	.156		
	Total	44.108	169			

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694[a]	.481	.475	.40431
2	.719[b]	.517	.509	.39123

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.347	2	12.673	77.529	.000[b]
	Residual	27.299	167	.163		
	Total	52.646	169			
2	Regression	27.237	3	9.079	59.316	.000[c]
	Residual	25.409	166	.153		
	Total	52.646	169			

a. Dependent Variable: RESILIENCE TO CAREER SHOCK

b. Predictors: (Constant), SUPPORT, PROACTIVE PERSONALITY

c. Predictors: (Constant), SUPPORT, PROACTIVE PERSONALITY, PPSUPPORT

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.365	.344		1.061	.290
	PROACTIVE PERSONALITY	.814	.068	.682	11.891	.000
	SUPPORT	.052	.067	.045	.779	.000
2	(Constant)	6.344	1.734		3.659	.000
	PROACTIVE PERSONALITY	.678	.430	.568	1.578	.061
	SUPPORT	1.376	.411	1.183	3.345	.001
	PPSUPPORT	.355	.101	1.957	3.514	.001

a. Dependent Variable: RESILIENCE TO CAREER SHOCK

 a. Dependent Variable: CAREER ADAPTABILITY

b. Predictors: (Constant), PROACTIVE PERSONALITY, SUPPORT

c. Predictors: (Constant), PROACTIVE PERSONALITY, SUPPORT, PPSUPPORT

#Hypothesis 4

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.493	.335		4.453	.000
	SUPPORT	.042	.065	.039	.644	.520
	PROACTIVE PERSONALITY	.710	.067	.649	10.623	.000
2	(Constant)	1.992	1.753		1.137	.257
	SUPPORT	.161	.416	.151	.387	.699
	PROACTIVE PERSONALITY	.585	.435	.535	1.346	.180
	PPSUPPORT	.030	.102	.179	.290	.772

a. Dependent Variable: CAREER ADAPTABILITY