

## Mediators of the Relationship Between Career Self-Management and Career Satisfaction: A Sequential Mediation Analysis

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*The focus on career literature has gained much more attention in the past few years as it is an important part of the individual career management process that leads to an employee's career success. Current research explores career literature by examining the role of coworkers in individual career management processes. By employing career construction theory and conservation of resources theory, this study analyzes how career self-management influences career satisfaction by investigating the mediating influence of emotional support from coworkers, instrumental support from coworkers, and perception of developmental HR practices. Data was collected from 203 employees of the banking sector of Lahore. Sequential mediation analyses with bootstrap methods were used for hypothesis testing. Results were obtained after observing both bivariate and multivariate analysis. The findings showed a significant influence of perception of developmental HR practices, instrumental support from coworkers, and emotional support from coworkers on the relationship between career self-management and individual career satisfaction. The study will provide insight to help individual employees and HR managers unfold the strategies and factors concerning career self-management and how coworkers and HR developmental policies are important in relation to career success. The current investigation is the first of its nature to provide unique insights into human resource management and human relations literature in addressing the relationship between career self-management and career satisfaction through mediators of emotional support from coworkers, instrumental support from coworkers, and developmental HR practices perception, specifically in the banking sector.*

**Keywords:** *career self-management, career satisfaction, instrumental coworker support, emotional coworker support, developmental HR practices perception*

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Low job stability and a highly competitive working environment mark an epoch in today's era. In such challenging times, individual employees now focus on taking responsibility and authority for their careers (Kim & Beehr, 2017). In addition to that, whatever the age, generation, or gender, the dynamics of what individual employees expect and what individual employees need have been altered (Tomlinson et al., 2018). The shift in the personal individual employee values and career characteristics has made individuals more observant. Employees are now more vigilant concerning changing working requirements, personal work preferences, and new skill development areas to self-manage themselves for personal career benefits (Gilbert et al., 2008).

According to Wang and Wanberg (2017), research on career management was started in the 1920s with a major focus on the development of career inventory. With the passage of time, many career constructs emerged. At present, researchers examine career-related concepts as an intriguing research area. Akkermans and Kubasch (2017) state that the traditional and previous literature on careers has vastly shifted to career self-management, an important and significant basis for career management.

The broader concept of career management is defined as those activities and actions performed by individual employees and organizations for the purpose of managing and planning the individual employee's career (Vos et al., 2008). The concept under career management is career self-management, which refers to the efforts by the employees to define and realize their personal career objectives that may or may not align with organizational objectives. In other literature, career self-management is termed individual career management with proactive career behavior and competencies (Vos & Soens, 2008). Career self-management, through which we strategize and self-manage our careers, skills, abilities, and knowledge for current and future job concerns, is essential for career satisfaction, career success, and personal development.

Nowadays, individual employees are more concerned about their career self-management, while organizations are concerned about their employees' career self-management for job retention. The importance of career satisfaction in individual career management has been increased. Most of the research has already been done that has mainly focused on organizational perspective rather than individual employee perspective, so there is still some gap in which other factors play a vital role in individual career mapping and individual career self-management and how career satisfaction of an individual employee is interlinked with it.

Perceptions relating to support, whether from organizational supervisors or coworkers and colleagues, cause a feeling of satisfaction (Jawahar & Stone, 2015). Therefore, support from coworkers, colleagues, or supervisors plays an important role in the individual career development process of an individual employee. According to a study, social support helps foster individual career adaptability, which helps manage several challenges and difficulties in the career development process (Guan et al., 2015).

Most previous research has investigated the relationship between career self-management and career satisfaction in the hospitality industry. The focus area in previous literature involves examining career self-management strategies in a supervisory context. There is still some gap if we study career self-management at an individual employee level and what constructs mediate career self-management with career satisfaction. An employee will only be satisfied with his/her career if he/she believes that his/her career is self-managed. A self-managed career cannot be directly linked with career satisfaction without the involvement of some variables.

Our paper aims to contribute to this debate by offering evidence of the relationship between career self-management and career satisfaction with mediating effects of emotional and instrumental coworker support and the perception of developmental HR practices and

policies. In line with the career construction theory by Brown and Lent (2004) and the conservation of resources theory by Hobfoll (1989), we argue that social support and developmental HR practices can mediate the relationship between career self-management and career satisfaction of an individual employee. We tested this mediated relationship in a quantitative investigation.

Therefore, we have examined the question in our paper of how career self-management influences individual career satisfaction by examining the role of instrumental and emotional support from coworkers and regarding the perception of developmental HR practices in the banking sector of Pakistan. Finally, this research contributes to the literature on career management and career theory by highlighting the interdependency between organizational developmental HR practices and policies, the role of coworkers and individuals, and by elucidating the effect of individuals from their contextual environment and vice versa.

## **Theoretical Development and Hypotheses**

### *Career Self-Management and Developmental HR Practices Perception*

Career self-management is employees' proactivity in self-managing their careers (Briscoe & Hall, 2006). According to Direnzo et al. (2015), an individual's inclination for a focused career subjective success is through autonomous career management, which means that individuals are representatives of their own career destinies. Gilbert et al. (2008) found that career self-management significantly impacts the individual employee's career choices and decisions. According to their study, job attitudes, inspiration, and appreciation related to work are critical determinants of the positive effect of career self-management. Another study on career self-management gave the concept of career movements in this regard, which revealed that temporary moves in career management are highly affected by individual employee career self-management (Vos et al., 2008).

Lent et al. (2017) used the social cognitive model of career self-management to study and examine the processes and activities through which individuals try to contribute to career development and personal growth. Regarding organizational dynamics, career determinants are flexible work policies, organizational practices and culture, and managerial agency, whereas individual employee determinants are subjected to group and occupational identities (Tomlinson et al., 2018). Developmental HR practices and policies perception is defined as 'the degree to which there is a perception in the mind of individual employee that organization through its HR practices and policies is fulfilling and supporting the developmental needs of employees' (Kuvaas, 2008).

Some studies have explored that individual employees' perceptions and experiences are closer and related to HR practices instead of individual employees' outcomes and behaviors having a close and more concerned relationship with HR practices or HR manager-rated practices (Jiang et al., 2017). This means that individual employees' perceptions are important to HR practices. This explains that HR practices and policies are made in accordance with managing their individual employees in such a way that they have a feeling of alignment of those practices and policies with their careers. This means that career self-management may have an impact on HR developmental practices and policies for making and establishing such practices and policies that self-manage the individual employees their careers so we can say that:

*Hypothesis 1:* Career self-management significantly impacts the perception of developmental HR practices.

Career self-management is the key to the model with theoretical roots in career construction and conservation theories. Career construction theory has been used as the

theoretical underpinning to link coworker support to individual career self-management and career satisfaction. According to career construction theory, individuals construct their careers by imposing meaning and focusing on occupational experiences and vocational behavior, which helps reach career success and career satisfaction. On this basis, it means that coworker support plays an important role in terms of the vocational behavior of an individual employee who wants to succeed in a career perspective.

### *Career Self-Management and Role of Social Support*

Social support has been seen as an important construct for attracting many positive outcomes, including life satisfaction and well-being (Turner & Brown, 2010). Reis and Sprecher (2009) defined the construct of social support as human behavior in which individuals interact with each other, and due to that interaction and communication, individuals build some perceptions in mind relating to that interaction, express themselves, and receive different sorts of helps including informational, instrumental, and emotional. Trepte et al. (2015) explained three dimensions of social support in their study, which included emotional, instrumental, and informational support. The current study focuses on two dimensions: emotional and instrumental support from coworkers. Instrumental support from coworkers is defined as the support relating to goods or services transactions that is mainly tangible. It has a task-focused orientation to resolve work-related issues and achieve work accomplishments (Tews et al., 2013).

Trepte et al. (2015) explain that the construct of social support has many aspects, which makes it seen as multifaceted. Emotional support from coworkers also lies under the broader concept of social support. Emotional support is defined as the degree to which it creates and builds a feeling of emotional affirmation and belongingness. According to Tews et al. (2013), emotional support from coworkers is highly person-focused and is based on friendships and personal benefits. Caesens et al. (2014) studied the mediating effect of working hard on three types of social support, including perceived organizational support, perceived supervisor support, perceived coworker support, and the well-being of individual employees. They found that coworker support should be encouraged to develop strong social networks.

Tews et al. (2013) proposed and explored a negative relationship between turnover and emotional coworker support. Resources from work that involve coworker and supervisor support and flexibility help promote a balanced career life and work enrichment (Direnzo et al., 2015). It was also found that career uncertainty and coworker roles are important in career management to remain settled in a highly competitive labor market (Direnzo et al., 2015). According to the Conservation of Resources theory, individuals who strive to acquire resources are better able to acquire future additional resources, which makes it a gain spiral. To meet meaningful goals, employees involve considerable career planning to gain career capital resources (social, coworkers, supervisors, and family; human and psychological, which involves satisfaction linked with career).

Poortvliet et. (2015) studied that individuals who can strive for improvement in their performance, that is, have mastery-approach goals, then try to build an effort to cope with their social environment to gain emotional and instrumental support from such exchange relationships. According to the same study, individuals looking to self-manage and self-improve themselves are attracted to instrumental support from coworkers and their environment. A previously done study on career self-management explored two components of career self-management that are behavioral and reflective; behavioral includes those initiatives that individuals take for managing their careers, whereas reflective are those initiatives that individuals take for their own self that is for their career aspirations (Vos & Soens, 2008). The foundation of the behavioral element of an individual employee's career self-management is formed based on specific repeated actions that employees take, which

involve coworker support, networking, and creating opportunities for their personal career goals. This means that individual employees striving to self-manage their careers may rely on and may need coworker support, which will help them self-manage their careers emotionally and work-related. So, we have hypothesized that:

*Hypothesis 2:* A positive relationship exists between career self-management and instrumental support from coworkers.

*Hypothesis 3:* A positive relationship exists between career self-management and emotional support from coworkers.

### *Developmental HR Practices Perception and Role of Social Support*

It is very important for organizations to think about careers as a relational component because it helps shape the overall organizational environment and structures the career formation of individual employees. The organizational HR practices and policy structure help critically determine the positive or negative effect on careers. The organizational HR practices and policies perception plays a nexus role in the employment relationship where, at times, individual employees negotiate experience and schedule the flexibility of careers. It works as a key for constructing, developing, and inhibiting flexible career outcomes (Tomlinson et al., 2018).

Researchers have long realized the worth of organizational HR practices and policies in shaping individual employee careers and work experience and help in developing the constraints that build and shape coworker interaction for exchange relationships that will be fruitful in the long term for individual employees and the organization. These individual employees' interactions and support create and shape career experiences, which provide opportunities to develop organizational policies and practices (Budd, 2004). Organizations sometimes encourage and empower individual employees through mentorship, training, and establishing coworker interactions to manage their careers proactively (Arthur et al., 2005).

Paillé et al. (2016) explored that coworker support, whether instrumental or emotional, promotes and builds an exchange process that ultimately supports eco-helping among individuals and coworkers. In accordance with another previous study, considering that individuals are representatives of their own career destiny, two dimensions were defined as self-directed, in which an individual's personal control over career development is defined. In contrast, the other is values-driven and socially driven (organizational and coworker) regarding values, goals, and motivation, which builds the individual's psychological foundation for career success (Direnzo et al., 2015). Huo and Boxall(2017) found that HR practice perceptions had a robust positive effect on job satisfaction. Jiang et al. (2017) explained the relationship between demographic dissimilarity and perception of developmental HR practices, which showed that coworkers and managers/supervisors did not influence demographic dissimilarities' perceived HR practices. Boon et al. (2011) proposed and found that person organization and person-job fit mediate and moderate, respectively, the relationship between developmental HR practices perception and employee outcomes. Taking it as a whole, this means that for individual employee career self-management, if the establishment of such developmental HR practices and policies are considered, individual employees may need support from coworkers in covering challenging assignments and tasks. Organizations can also play a part in developing such interactions between coworkers because it will ultimately give positive outcomes to organizational performance as well. By receiving social support from coworkers, individual employees feel satisfied, learn new skills, and develop, which will impact their overall career outcomes. So, it means that:

*Hypothesis 4:* A positive relationship exists between developmental HR practices perception and instrumental support from coworkers.

*Hypothesis 5:* A positive relationship exists between developmental HR practices perception and emotional support from coworkers.

#### *Impact of Instrumental Support from Coworkers on Emotional Support from Coworkers*

From the broader perspective, the primary source of instrumental or informational support is the communicating partners respectively (Trepte et al., 2015). Individual employees can help each other achieve career goals and expectations by giving coworkers support based on tasks and on an emotional basis (Kong et al., 2015). Individual employees who get task-oriented support for doing challenging assignments and work with positive career outcomes automatically get impact emotional support from these coworkers as the feeling of help and satisfaction is developed through instrumental support that these individual employees take from coworkers. This means that:

*Hypothesis 6:* Instrumental support from coworkers significantly impacts emotional support from coworkers.

#### *Impact of Developmental HR Practices Perception on Career Satisfaction*

A growing research body and study has made an assurance and confirmed that organizational developmental HR practices and policies perception have a powerful impact on the individual employee's ability to access the flexibility they need in their careers (Tomlinson et al., 2018). Moreover, when an employee feels satisfied with their career and job, more enthusiasm, passion, and a greater sense of responsibility are seen in that employee (Kong et al., 2010). The practices and policies made for individual employee betterment by the HR department help change current HR policies and practices into developmental HR policies and practices and influence employees' job performance (Karatepe, 2013).

Career satisfaction is defined as an individual's belief that his or her career progress is consistent and aligned with his or her preferences, goals, and values (Wickramasinghe & Jayaweera, 2010). According to other literature, career satisfaction is the personal and individual evaluation and reflection of an individual employee relating to his or her professional development and personal growth (Cao et al., 2014). To give importance to individual employee satisfaction in decisions relating to vocational behavior and outcome, organizational HR departmental policies and practices work towards achieving overall organizational and business success through the career satisfaction of individual employees by balancing out the employees' career goal needs (Lips-Wiersma & Hall, 2007). Career success is a broader concept in career literature and lies under the umbrella of career satisfaction. Abele and Spurk (2009) explored subjective and objective domains of career success, and it was found that objective success had no impact on job satisfaction but had an impact on subjective personal success. Objective success involves promotions and salary components, which are easily observable by others, whereas subjective success includes components like career satisfaction (Kim & Beehr, 2017).

Cao et al. (2014) investigated career satisfaction as a mediator with the moderation of career networks in the relationship between perceived organizational support and self-initiated expatriates. By contributing to perceived organizational support theories, this study found a positive relationship between the career satisfaction of self-initiated expatriates to stay. According to another study, an individual's career is identified, rewarded, and appreciated by the profession, and that is his or her professional identification that ultimately influences career satisfaction (McKevitt et al., 2017). There are different types of employees in an organization; some individual employees aspire, prefer, and look for clear directions,

guidance, and assistance for handling specific tasks by expecting a feeling of freedom in their job with the help of empowerment. Keeping this perspective in view, it means that if such developmental HR practices and policies are made that help give clear objectives and directions, it will result in the satisfaction of individual employees. If these individual employees are satisfied, then it means that, ultimately, it may lead to career satisfaction. Based on this, we depict that:

*Hypothesis 7:* A positive relationship exists between developmental HR practices perception and career satisfaction.

### *Role of Social Support and Career Satisfaction*

Instrumental support and emotional support from coworkers play a major part in individual career development, career advancement, and career satisfaction. Organizational key developmental HR policies and practices, support from working families, working time practices, and worker's voice greatly impact individual career flexibility and options, making individual employees move through the labor market while sustaining their careers (Tomlinson et al., 2018). Moreover, according to the same study, the access an employee receives for support from coworkers also influences decision-making capacity concerning careers. This means that if an individual gets task-oriented and emotional support from coworkers, the employee may perform better in self-managing the careers and career outcomes with current and future perspectives, which may ultimately make him satisfied with the career, achieving career success and satisfaction. So, we can hypothesize that:

*Hypothesis 8:* Instrumental support from coworkers is positively related to career satisfaction.

*Hypothesis 9:* Emotional support from coworkers is positively related to career satisfaction.

### *Career Self-Management and Career Satisfaction*

Chiaburu et al. (2013) proposed and found that career satisfaction mediates the relationship between the alienation of individual employees and careerism. Moreover, this study shows that solid personal involvement in the career process of an individual employee is essential for positive career outcomes. Another previous study analyzed career construction theory by analyzing the fact that if the individual employee's perception in relation to their efficiency and effectiveness is considered and observed to be successful in their careers, then it should result in positive career achievements. Thus, it focused on the positive association between career adaptability and satisfaction (McKenna et al., 2016). Career satisfaction impacts individual motivation and career attitudes, which means that employees who are more psychologically empowered and can self-manage their careers better are more likely to pursue work-related goals and career success according to their career commitment (Kim & Beehr, 2017). It will also result in professionally developing the individual employees in accordance with their subjective criteria because such individual employees believe that they are more capable and have the capacity to develop a career that will enhance their career success and career satisfaction. In accordance with this, we have depicted that:

*Hypothesis 10:* Career self-management has a significant impact on career satisfaction.

### *Mediation of Social Support and Developmental HR Practices Perception*

Developmental HR practices perception (PRC) is one of the components in mediating the relationship between career self-management and career satisfaction, as with the presence of

these practices, an individual employee may self-manage his career in a better way, which may lead to his career satisfaction. So, we can say that:

*Hypothesis 11:* Developmental HR practices perception mediates the relationship between career self-management and career satisfaction.

The instrumental support from coworkers in an organizational sector exhibits the individual's ability to establish such relationships and positively impact decision-making (Dierdorff & Ellington, 2012). This means that if there is instrumental support for individual employees, then this support will strengthen the relationship between career self-management and career satisfaction. So, we can say that:

*Hypothesis 12:* The significant impact of instrumental support from coworkers mediates the relationship between career self-management and career satisfaction.

Developmental practices may help individual employees set and achieve their personal goals and career outcomes and expectations by providing influential career self-management activities and tasks, which may help in providing opportunities to showcase their abilities through instrumental and emotional coworker support, and with those individual employees may meet their career expectations. So, we can depict that:

*Hypothesis 13:* The significant impact of emotional support from coworkers mediates the relationship between career self-management and career satisfaction.

*Hypothesis 14:* The significant impact of developmental HR practices perception and instrumental support from coworkers mediates the relationship between career self-management and career satisfaction.

Previous literature has shown that the organization encourages individual employees to help them manage their careers by themselves through training, mentorship, and challenging and complex assignments (Kim & Beehr, 2017). This elaborates that HR's developmental practices for managing their employees' careers influence the relationship between individual employee self-management and career satisfaction. When such practices as training and workshops are arranged for the benefit of career self-management and satisfaction of individual employees, it will ultimately lead to their career success and career growth. This depicts that:

*Hypothesis 15:* The significant impact of developmental HR practices perception and emotional support from coworkers mediates the relationship between career self-management and career satisfaction.

The support that an individual employee receives from coworkers for task completion, work-related support, or encouragement plays a vital role in an individual career life because such support helps in self-managing the career through suggestions, advice, or help in completing tasks that are significant to meet career commitments for future and current outcomes. On this basis, we can say that:

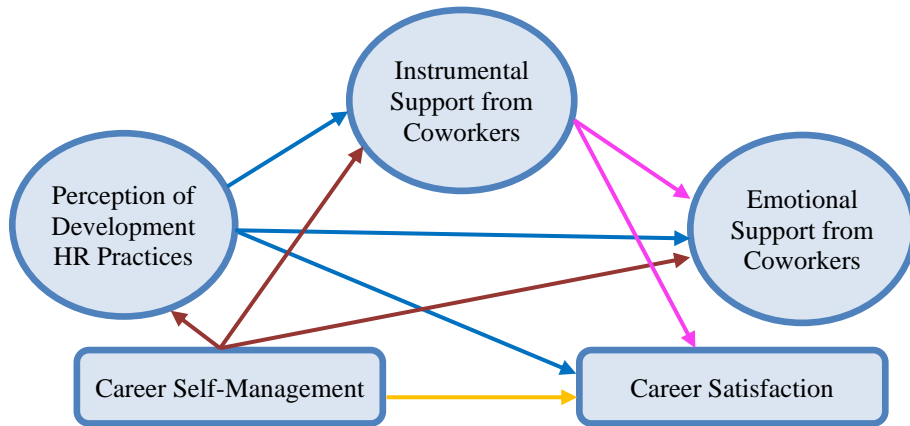
*Hypothesis 16:* The significant impact of instrumental support from coworkers and emotional support from coworkers mediates the relationship between career self-management and career satisfaction.

An organization's HR policies and practices are nested within the working environment of employees, coworkers, representatives, etc. The role of these practices and the actors that are coworkers can strengthen or weaken the relationship between individual career self-management and career satisfaction because, with coworker support and such HR



developmental practices and policies, career self-management of an individual employee may not lead to career satisfaction. This means that:

*Hypothesis 17:* The significant impact of developmental HR practices perception, instrumental support from coworkers and emotional support from coworkers mediate the relationship between career self-management and career satisfaction.



**Figure 1.1: Conceptual Framework**

### Data and Methodology

The current study has focused on analyzing the relationship between career self-management and career satisfaction by involving three mediators: developmental HR practices perception, emotional support from coworkers, and instrumental support from coworkers. The study was analyzed by developing and testing the hypotheses, so a deductive approach was used. Moreover, this current research is explanatory research to examine the relationship between variables (Saunders et al., 2007). The type of investigation for this study is cross-sectional, as the data was collected at one point in time. The research technique used is quantitative because it works quickly and best when research is based on analyzing the relationship between variables Leedy and Ormrod (2001). Moreover, this technique is less expensive and takes comparatively less time because it uses smaller groups for interference relating to larger groups.

The target population for this research is individual employees in the banking sector who have been focusing on their careers relating to current and future growth to survive in the highly competitive labor market that demands an advanced shift for personal development. The unit of analysis for this research includes male and female employees from Lahore's banking sector. The study's sample size is composed of 203 employees in the banking sector. Sampling is the process of selecting a representative population segment (Creswell, 2004). Systematic and convenience sampling was used by first drawing a sample from different banks in Lahore. Then, out of that sample was selected through systematic random sampling based on the relationship that needed to be studied.

A five-point Likert scale instrument has been adopted. For data collection, the instrument that was used was a structured questionnaire. The close-ended questionnaire was designed as it is less time-consuming for respondents and helps analyze the data quickly by obtaining standard responses. For data analysis, descriptive statistics and inferential statistics, including Cronbach alpha analysis, correlation, and sequential multi-mediation model 6 of Process Hayes, have been used for hypotheses testing. This study is cross-sectional in nature, and a

convenience probability sampling technique has been used. The study settings for this research are survey-based and were conducted in natural and non-contrived settings in different banks of Lahore during working hours that were flexible for employees to avoid any unusual manipulation. Based on the research study, for data analysis, descriptive statistics, using graphs, Cronbach alpha analysis, correlation, and sequential multi-mediation model 6 of Hayes, 2017 and SPSS have been used for hypotheses testing.

**Table 1.1**  
**Items and Scales of Variables**

Variable	Author	Items	Scale
Career self-management	Sturges et al. (2002)	8	1-5
Career Satisfaction	Greenhaus et al. (1990)	5	1-5
Emotional support from coworkers	Settoon & Mossholder (2002)	8	1-5
Instrumental Support from coworkers	Settoon & Mossholder (2002)	6	1-5
Perception of developmental HR practices	Takeuchi et al. (2007)	13	1-5

## Results

Participants were 203 employees working in different banks in Lahore. The sample ranged in age from 21 to 36 years and above and included 120 male employees (59%) and 83 female employees (40%). Most of the employees had 1 to 3 years of working experience.

**Table 1.2**  
**Descriptive Statistics**

Variable	Mean	Standard Deviation
Career self-management	2.9703	0.64282
Career Satisfaction	3.5919	0.72155
Emotional support from coworkers	3.6467	0.62594
Instrumental Support from coworkers	3.3293	0.59304
Perception of developmental HR practices	3.2055	0.50931

Descriptive results showed that career self-management had a minimum mean value among all variables, 2.9703. On the other hand, the standard deviation of career satisfaction, 0.72155, was found to vary more from the mean. The instrument's overall reliability is 0.775. Table 1.3 exhibits the total reliability of all variables, along with the total number of items, 40 items, and each individual scale.

**Table 1.3**  
**Reliability Statistics**

Variable Name	Number of items	Reliability
Career Self Management	8	0.72
Perceptions of Developmental HR Practices	13	0.69
Career Satisfaction	5	0.82
Instrumental Support from Coworkers	6	0.77
Emotional Support from Coworkers	8	0.86
Overall	40	0.77

Table 1.4 depicts the correlation between the dependent variable, independent variable, and mediating variables in the expected direction.

**Table 1.4**  
**Pearson Correlations**

	CS	ESFC	INS	PRC	CSM
CS	1	.363**	.284**	.191**	.093
ESFC	.363**	1	.355**	.349**	.342**
INS	.284**	.355**	1	.379**	.417**
PRC	.191**	.349**	.379**	1	.572**
CSM	.093	.342**	.417**	.572**	1

N = 203; \*\* = P < .01.

**Table 1.5**  
**Results of Sequential Mediation Analysis**

Model = 6 Y = CS; X = CSM; M1 = PRC; M2 = INS; M3 = ESFC						
Outcome: PRC						
R	R-sq	MSE	F	df1	df2	P
0.5719	0.3270	0.1754	97.6825	1.0000	201.0000	0.0000
Constant	Coeff	Se	t	p	LLCI	ULCI
	1.8597	0.1393	13.3494	0.0000	1.6295	2.0899
CSM	0.4531	0.0458	9.8834	0.0000	0.3773	0.5289
Outcome: INC						
R	R-sq	MSE	F	df1	df2	P
0.4511	0.2035	0.2829	25.5423	2.0000	200.0000	0.0000
Constant	Coeff	Se	t	p	LLCI	ULCI
	1.7331	0.2430	7.1320	0.0000	1.3315	2.1347
PRC	0.2438	0.0896	2.7214	0.0071	0.0957	0.3918
CSM	0.2743	0.0710	3.8653	0.0001	0.1570	0.3916
Outcome: ESFC						
R	R-sq	MSE	F	df1	df2	P
0.4390	0.1927	0.3211	15.8375	3.0000	199.0000	0.0000
Constant	Coeff	Se	t	p	LLCI	ULCI
	1.7218	0.2899	5.9390	0.0000	1.2427	2.2008
PRC	0.2229	0.0972	2.2936	0.0229	0.0623	0.3835
INS	0.2389	0.0753	3.1720	0.0018	0.1145	0.3634
CSM	0.1397	0.0784	1.7830	0.0761	0.0102	0.2693
Direct effect of X on Y						
Effect	Se	t	p	LLCI	ULCI	
-0.1675	0.0924	-1.8128	0.0714	-0.3201	-0.0148	
Indirect effect(s) of X on Y						
	Effect	Boot SE	Boot LLCI	Boot ULCI		
Ind1:	0.0591	0.0553	-.00281	0.1527		
Ind2:	0.0270	0.0152	0.0087	0.0620		
Ind3:	0.0362	0.0201	0.0107	0.0781		
Ind4:	0.0094	0.0065	0.0026	0.0256		
Ind5:	0.0670	0.0316	0.0258	0.1342		
Ind6:	0.0235	0.0119	0.0097	0.0510		
Ind7:	0.0500	0.0303	0.0054	0.1036		

Table 1.5 shows the results of Process Hayes Model 6: Sequential Mediation Analyses. A direct relationship was found between dependent, independent, and mediators' results. Table 4.5 shows that CSM significantly impacts PRC ( $\beta = 0.4531$ ,  $t = 9.8834$  and  $p = 0.000$ ).

Hence, the results support H1. Results show that CSM has a significant impact on INS ( $\beta = 0.2743$ ,  $t = 3.8653$  and  $p = 0.0001$ ). Hence, the results support H2. The results in the table show that PRC has a significant impact on INS ( $\beta = 0.2438$ ,  $t = 2.7214$ , and  $p = 0.0071$ ). So, the results are supporting H4. The results in the table show a significant impact of PRC on ESFC ( $\beta = 0.2229$ ,  $t = 2.2936$ , and  $p = 0.0229$ ). Hence, it shows that results are supporting H5. Table 4.5 shows that INS significantly impacts ESFC ( $\beta = 0.2389$ ,  $t = 3.1720$  and  $p = 0.0018$ ). Hence, it shows that results are supporting H6. The results of hypothesis 8 show that INS significantly impacts career satisfaction ( $\beta = 0.2442$ ,  $t = 2.7050$ , and  $p = 0.0074$ ). So, it shows that results are supporting H8. The results show that ESFC significantly impacts career satisfaction ( $\beta = 0.3581$ ,  $t = 4.3195$  and  $p = 0.0000$ ). So, it shows that the results support H9.

### *Sequential Multiple Mediation Analyses for CSM and CS*

As shown in Table 1.5, the results of the total direct effect of CSM on career satisfaction showed that there is no significant relationship between CSM and career satisfaction without the mediators PRC, INS, and ESFC effect ( $\beta = -0.1675$ ,  $t = -1.8128$ ,  $p = 0.0714$ ). Moreover, the indirect effects through CSM and career satisfaction results showed that PRC does not mediate the relationship between CSM and career satisfaction (Effect = 0.0591, Boot SE = 0.0553, Boot LLCI = -0.0281 and Boot ULCI = 0.1527). Hence, it does not support H11. Moreover, indirect effect models of CSM and career satisfaction showed that INS mediates the relationship between CSM and career satisfaction (Effect = 0.0670, Boot SE = 0.0316, LLCI = 0.0258, ULCI = 0.1342), supporting H12. Furthermore, ESFC mediates the relationship between CSM and career satisfaction (Effect = 0.0500, Boot SE = 0.0303, LLCI = 0.0054, ULCI = 0.1036) and hence supporting H13. In addition to that, PRC and INS mediate the relationship between CSM and career satisfaction (Effect = 0.0270, Boot SE = 0.0152, LLCI = 0.0087, ULCI = 0.0620) and hence supporting H14. The results also found a significant impact of CSM on career satisfaction, including the mediating role of PRC and ESFC (Effect = 0.0362, Boot SE = 0.0201, LLCI = 0.0107, ULCI = 0.0781) and hence supporting H15. Moreover, INS and ESFC mediate the relationship between CSM and career satisfaction (Effect = 0.0235, Boot SE = 0.0119, LLCI = 0.0097, ULCI = 0.0510) and hence supporting H16. The results show that PRC, INS, and ESFC mediate the impact of CSM on career satisfaction (Effect = 0.0094, Boot SE = 0.0065, LLCI = 0.0026, ULCI = 0.0256) and hence supporting H17.

Seventeen hypotheses were formulated for this study; four were not supported, while all remaining were supported. Results found a positive and significant relationship between career self-management and perception of developmental HR practices ( $p = 0.0000$ ). Kooij et al. (2013) also found a significant and positive relationship between developmental HR practice perceptions and career self-management with the involvement of the demographical perspective of age. Results also depict a positive and significant relationship between career self-management and instrumental support from coworkers ( $p = 0.0000$ ). The finding of this relationship is consistent with previous literature (Poortvliet et al., 2015).

## **Discussion**

The research finding shows a positive and significant relationship between emotional support from coworkers and career satisfaction ( $p = 0.0000$ ). The findings of this research support the previous literature (Direnzo et al., 2015). This positive relationship means that the more an individual is supported by his or her coworkers emotionally, the more he or she is satisfied with his or her career as this type of support helps in increasing motivational level and appreciation due to which individual employee is more inclined towards his/her goals which give him/her success. That success leads to his/her career-related satisfaction.

The research finding shows that developmental HR practices perception and emotional support from coworkers mediate the relationship between career self-management and career satisfaction. This finding is supported by previous literature (Caesens et al., 2014). This means that for the positive impact of career self-management and career satisfaction, organizational policies relating to training, the well-being of individual employees, and motivations play a vital role. The study finding shows that coworker instrumental and emotional support mediates the relationship between career self-management and career satisfaction. This finding is supported by previous literature (Paillé et al., 2016). This means that social support is an important part of the inclination of an individual employee towards a focused career and satisfaction level. The study's main finding shows that developmental HR practices perception, instrumental support from coworkers, and emotional support from coworkers mediate the relationship between career self-management and career satisfaction. This means that if an individual's career satisfaction depends on career satisfaction, if that individual has value-driven support (Direnzo et al., 2015) and maintains developmental HR practices perception, then he/she can self-manage the career and thus increase the satisfaction level.

## Conclusion

This study targets individual employees from different banks. It investigates the relationship between career self-management and career satisfaction and the mediating influence of three mediators, including emotional support from coworkers, instrumental support from coworkers, and perceptions of developmental HR practices. The study remained successful in finding out the mediating effect and the direct effect between dependent and independent variables. Based on the study's results, a significant relationship was found between the mediating influence of mediators on career self-management and career satisfaction. Moreover, the study is instructive in learning what sort of organizational developmental HR policies and practices work best for the preferences and meeting the needs of individual employees. This study has explored that individual career management, which is career-self management, is crucial from both individual and organizational perspectives. The present study is valuable from both theoretical and practical perspectives.

We theoretically contribute to providing information for individuals, consultants, and organizations who are increasingly developing individual employee programs to facilitate employees' efforts to manage their careers. For the individual level, it is important because of the required identification of planning for future career building. Moreover, in the process of career building, career development, and career advancement, the support that individual employee gets, whether it is from any colleague in the organization, HR department, or supervisor but that support is the central part that highly influences the satisfaction level and career management. Additionally, the role that developmental HR practices and policies play is also important as they try to modify the policies in accordance with the needs of individual employees so that they stay in the same organization and thus increase an individual employee's satisfaction. In the future, longitudinal studies should be carried out to evaluate the study's variables better. Future studies should try to discover and explore mediators other than developmental HR practices perception, instrumental and emotional coworker support, and the moderators in the relationship of variables of the current study. This current study requires it to be conducted in other service sectors as well, e.g., telecommunication.

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