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IMPACT OF PROACTIVE PERSONALITY ON CAREER SUCCESS WITH MEDIATION AND MODERATION MODELS

Muzafar Iqbal¹, Muhammad Ibrahim² & Abid Hussain Nadim²

¹Research Fellow, College of Management and Economics, Tianjin University CHINA

²Assistant Professor, Institute of Business Administration, KFUEIT, Rahim Yar Khan, Pakistan

KEYWORDS	ABSTRACT
<p style="color: red;">Employee Empowerment, Proactive Personality, Career Self Efficacy, Career Success.</p>	<p>The purpose of this research was to explain and investigate the consequences of the employee empowerment, proactive personality, career self efficacy and then relate it to career success. In this scenario there is a moderating role of employee empowerment between proactive personality and career self efficacy and mediating role of career self efficacy between proactive personality and career success. his topic is quite interesting as it ties the psychological traits to professional development and success, with a focus on understanding both the direct and indirect pathways that lead to career success. The research was based on primary data; a questionnaire was developed to collect the data from the banking sector employees. In this drive, total 230 accurate questionnaires received were further tested for CFA in order to extract desired information and reaching the conclusion. The results showed that employee empowerment has positive moderating effect on proactive personality & career self efficacy and the outcome of this relation leads to career success. This research helps to know that if the employees are empowered then they are proactive in their personality and have a career self efficacy for attaining the desired outcomes by using their skills and knowledge in diverse circumstances. These factors in employees have a significant effect on their way to get achievement in their professional career.</p>
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Corresponding Author	Muzafar Iqbal: m.shah@tju.edu.cn
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INTRODUCTION

Researchers and pioneers worldwide have required the empowerment of employees to enable their association to contend effectively in exceptionally serious commercial center (Dai, Qin, Ming & Hou, 2024). In spite of the conspiracy of empowerment, numerous workers do not feel engaged by their administrators (Heslin, 2020). Analysts have called for additional assessment of the forerunners and individual qualities on empowerment, just as development of settings in which it is considered (Hu & Liu 2021). The representative strengthening is giving laborers a

particular degree of independence and commitment in regards to dynamic as for their specific legitimate task (Thomas & Velthouse, 1990). Scientists contrast about essentialness of worker empowerment (Conger & Kanungo, 1988). Two viewpoints have built up that are indisputable speculative in the composition, a psychological and a managerial one. From the psychological perspective (Conger & Kanungo, 1988), empowerment is a powerful form compared to a point of view portrayed empowerments as raised trust in ability to perform, resounding (Bandura, 1986), thought of the self adequacy want. Developing that conceptualization (Hsieh & Huang, 2024), described strengthening as raised level of characteristic endeavor motivation or masked guarantee to the task as evident in the four task examinations: sway, ability, significance, and choice.

To the extent that a worker makes constructive assessments of these four pieces of the task, the individual will feel increasingly noticeable trademark task motivation and become locked in. (Spreitzer, 1995), talked about the representative empowerment portrayed as four-dimensional powerful create made out of four recognitions which implies, wellness, confidence, and impact that reflect working rather than latent heading to work. Following core areas are in justification of my research: Moderating role of employee empowerment on proactive personality and career self efficacy. Mediating role of career self-efficacy between proactive personality and career success. Therefore following specific objectives may be listed: To examine the impact of employee empowerment on proactive personality and career self efficacy. To conduct detailed literature review on empowerment, career self efficacy, active personality and career success. To find out the mediating effect of and career self efficacy between proactive personality and career success. To explore role of employee empowerment as a moderator between proactive personality and career self efficacy. To acme whether proactive personality has positive effect on career success. To find out that proactive personality and career self efficacy leads to career success.

LITERATURE REVIEW

The proactive personality is the characteristic was presented by (Bateman & Crant, 1993). It is characterized without anyone else guided conduct and propensity to control impediments and situational powers and capacity to illustrate and guide one's own vocation. Proactive practices, for example, making some effective voice, (Dyne, Ang, & Botero, 2023), taking activities (Frese, Fay, Hilburger, Leng, & Tag, 2020), and voluntarily helping other people (Li, Liang, & Crant, 2010), are considered especially significant in 21st century workplace. Proactive personality is an attribute that recognizes people dependent on the degree to which they control and control their surroundings to their benefit. Commonly, individuals with proactive personality are not compelled by snags and circumstances however rather battle and to the end suffering to realize the essential changes in condition, capacity to make and continue activities that legally change the earth (Bateman & Crant, 2023). Proactive personality is an essential character since it thinks about how conceivable it is that individuals can adjust their surroundings as opposed towards permitting themselves to be twisted by these changes that one's conduct can be controlled both from inside and outside, and that conditions are as much a result of individuals and other way around.

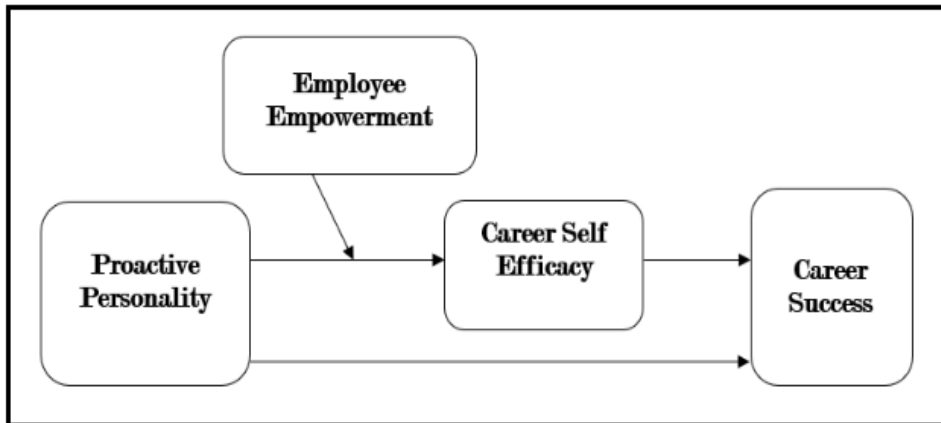
Thusly, there exist a corresponding causal connection between an individual, domain, as well as conduct (Bandura, 2002). Psychological empowerment is a person's belief in their capacity to carry out a certain task successfully. While fearlessness is the general character attribute that identifies with how individuals act by and large, self efficacy relates to explicit undertakings. As a result, individuals could have high self effectiveness for specific tasks while having low self-adequacy toward others. For example, the supervisor may have high self efficacy for the specialized parts of her job, yet low self-adequacy for the diverse views for example, managing staff execution issues. As it is more explicit and surrounded than fearlessness or confidence (for example the degree to which individuals such as themselves) self-adequacy is commonly more promptly created than self esteem or confidence. The self efficacy is additionally a vastly improved indicator of how adequately individuals will play out a given assignment than their degree of fearlessness or confidence (Bandura, 1997). Also, as indicated by the JD-R model, self esteem, confidence just as good faith are viewed as the three parts of individual assets that add to human positive practices (i.e., fulfillment, commitment, imaginative) (Bakker & Demerouti, 2007).

The main work on career self efficacy hypothesis (Hackett & Betz, 1981), was roused by the perception that differential access to the wellsprings of learning encounters could be useful in understanding ladies' proceeded with underrepresentation in vocations in technical studies, science, and building just as in other customarily male-overwhelmed vocation fields. Besides, differential access to learning encounters might be pertinent to talent decisions and alteration of ethnic minorities, lower financial status gatherings, and individuals with incapacities, amid others. A proactive personality may lead individuals to build a stronger professional network, leading to more career opportunities. A mediation model explores processes through which the relationship between proactive personality and career success occurs. With regards to (Betz & Hackett, 1986), use, utilization of the expression career self efficacy as a nonexclusive name incorporating decisions of individual adequacy according to wide scope of conduct associated with profession decision. Various researchers have observed that occupations in twenty-first century are becoming gradually boundless and mutable, empowerment has positive effect in attractive dynamic personality and identity in one's work and then it relates this effect to career success.

This advises that people job experiences will now generally range from numerous supervisors, work courses of action, and types of talents, and individuals will be gradually accountable for coping with the adjustments in own vocations. A few artists have recognized the need to gain a better understanding of the approaches and practices that people utilize to effectively increase their own job achievement. It is portrayed as term career comprehends one's expert and word related turn of events and the term achievement is utilized to portray progress just as to assess attractive results in individual, individual and expert life (Gattiker & Larwood, 1986). Hence the term career success can said to be subjective of objective all through one's work life. Career success is conceptualized in two measurements; objective and subjective (Heslin, 2005). Target measurement of career success depicts natural angle which is characterized generally based on pay level, quantity of progresses got, position held by one in the association and compensation

increase (Dries, Pepermans, & Carlier, 2008). Target scopes of career success are seen to include angles that can be watched, estimated and checked by autonomous outsider (Arnold & Cohen, 2008).

Figure 1
Conceptual Framework



Hypotheses Development

A hypothesis is a statement on the basis of expected relationship between two or more than two variables. On the basis of conceptual model various hypotheses of this study are formulated as follow:

- H1: The employee empowerment moderated relation between proactive personality & career self efficacy.
- H2: The career self-efficacy mediates the relationship between proactive personality & career success.
- H3: The proactive personality has the positive effect on career success in the particular context.

RESEARCH METHODOLOGY

In this section research design is discussed as actually involves information about population, size of sample along with sampling technique and data collection and analysis of collected data. A comprehensive and systematic design ensures the practicability, quality and validity of research under hand. In this research deductive approach is used as there is development of various hypotheses which are then tested via analysis of data. I used quantitative approach as the hypotheses were tested via analysis of collected data and theories were developed. In this research both of sources are used. The literature for this thesis was written by using secondary sources but on other hand primary data was collected over questionnaire for analysis so that hypotheses are tested. In this research banking sectors employees are included a population in the sampling 230 employees were considered as respondents because employees are involved to get empowered and want to become successful in careers. Also banks employees are more close to our population i.e. employees ranging from 20 to 50 years of age. A questionnaire was

used in research and 28 questions were distributed among 230 employees working in different banks and companies of Pakistan. Also 230 questions were included in analysis. The response rate has no relation to quality of research (Morton et al., 2012), shows respondent demographic characteristics:

Table 1
Demographic Individualities

Gender		Age (Years)			Qualification			Experience (Years)		
Male	Female	20-30	31-40	41-50	GRAD	Masters	M.Phil	1-10	11-20	21-30
92	138	130	76	24	40	115	75	150	72	08
30		230			230			230		

In this research non-probability sampling was chosen and therefore sample units were taken on personal judgments instead of random selection (Vaus, 2002). The sampling technique used in research is convenience sampling which is type of non-probability sampling. Researcher’s convenience is the basis for selection of sample units (Malhotra, 2010). Since study is the most regularly utilized technique for gathering information in sociologies populace is too enormous to possibly be watched (Bryman & Bell, 2005) that is the reason review strategy, which depends on correspondence with objective respondents, was utilized, overview technique, was utilized due to quantitative idea of this proposition. The questionnaire was the main tool to collect the data.

Table 2
Number of Items

Variables	No.of Items	Source
Employee empowerment	05	(Choi, Goh, Adam, & Tan, 2016).
Proactive personality	10	(Crant, & Kraimer, 1999), (Eric, Ibrahim, & Monipaak, 2015).
Career self efficacy	08	(Kim & Park, 2017).
Career success	05	(Seibert, Crant, & Kraimer, 1999), (Spurk, Abele, & Volmer, 2011).

DATA ANALYSIS

At that point relapse investigation was utilized to test the course and the power of the impact between a needy variable and free factors in order to attain desired and leading outcomes for conclusion.

Table 3
Demographic Analysis

n=230		Frequency	Percentage
Gender	Male	92	40
	Female	138	60
Age	20 to 30 years	130	56.5
	31 to 40 years	76	33

	41 to 50 years	24	10.4
Qualification	Graduation	40	17.3
	Masters	115	50
	M.Phil	75	32.6
Work Experience	1 to 10 years	150	65.2
	11 to 20 years	72	31.3
	21 to 30 years	08	3.4

Respondents' demographic information is presented in table which are related to gender, Age in years, Level of Education and Work Experience. The total respondents for this study are 230 employees out of 92 are males and 138 are females. Females 60% shows majority respondents of the study and males 40% are minority part of total respondents of the study. In table, age characteristics of respondents are mentioned. 130 (56.52 %) respondents shows largest group of the respondents are "20 to 30 years", 76 (33 %) respondents are "31 to 40 years", 24 (10.4 %) respondents are belongs to group of "41 to 50 years". Work experience of respondents is also mentioned. The table shows that out of total 230 respondents 150 (65.2 %) have 1 to 10 years of work experience, 72 (31.30 %) have 11 to 20 years of the work experience and only 08 (3.4 %) respondents have 21 to 30 years of work experience. In this study our respondents have three levels of education 1st is Graduation, 2nd is Masters and 3rd is M.Phil. In above table 40 (17.3 %) respondents are Graduates, 115 (50 %), Masters which respondents 75 (32.6 %) respondents are M.Phil.

Table 4
Descriptive Analysis

	N	Mean	SD	Skewness		Kurtosis	
	STAT	STAT	STAT	STAT	SE	STAT	SE
EE1	230	3.94	.865	-1.109	.160	1.844	.320
EE2	230	4.20	.726	-1.429	.160	4.823	.320
EE3	230	4.05	.865	-1.163	.160	1.866	.320
EE4	230	4.06	.875	-1.344	.160	2.614	.320
EE5	230	4.01	.864	-.886	.160	.802	.320
PP1	230	4.11	.785	-1.131	.160	2.457	.320
PP2	230	4.12	.749	-.831	.160	.929	.320
PP3	230	4.12	.787	-1.133	.160	2.150	.320
PP4	230	4.02	.809	-.980	.160	1.498	.320
PP5	230	4.06	.788	-1.234	.160	2.992	.320
PP6	230	4.09	.790	-.806	.160	.851	.320
PP7	230	4.13	.726	-.694	.160	1.024	.320
PP8	230	4.30	.663	-.973	.160	2.490	.320
PP9	230	4.11	.823	-.877	.160	.756	.320
PP10	230	4.06	.783	-.761	.160	1.131	.320
CSE1	229	4.05	.779	-.925	.161	1.942	.320
CSE2	228	4.16	.684	-.544	.161	.440	.321

Table 4A*Descriptive Analysis*

CSE3	230	4.12	.705	-.848	.160	1.881	.320
CSE4	226	4.12	.727	-.809	.162	1.470	.322
CSE5	228	4.19	.713	-.814	.161	1.453	.321
CSE6	230	4.14	.754	-.798	.160	1.053	.320
CSE7	229	4.17	.801	-1.092	.161	1.788	.320
CSE8	230	4.11	.760	-.847	.160	1.236	.320
CS1	230	4.03	.920	-.866	.160	.371	.320
CS2	230	4.06	.842	-.861	.160	.659	.320
CS3	230	4.05	.875	-1.009	.160	1.188	.320
CS4	230	4.06	.788	-.586	.160	.015	.320
CS5	230	4.04	.866	-.777	.160	.298	.320
Valid-N	220						

Descriptive analysis of instrument is presented in the table above in which Standard deviation, Arithmetic Mean, Skewness, Kurtosis is used to describe analysis. These descriptive measures of Employee empowerment, Proactive personality, Career self efficacy and Career success are given in table. In this descriptive analysis Employee Empowerment is denoted as EE, Proactive Personality is donated as PP, Career Self Efficacy as CSE and Career Success as CS. Employee empowerment Mean in range of (3.94 to 4.20) and Std. deviation in the range of (0.726 to 0.875) suggest that respondents have positive attitude towards decision making about their specific organizational task. Skewness (-0.886 to -1.429) and Kurtosis (0.802 to 4.823) values are within range.

Proactive personality Mean in range of (4.06 to 4.30) and SD in range of (0.663 to 0.809) shows that respondents have positive attitude towards proactive personality. Skewness and Kurtosis values are also within range. Career self efficacy Mean in the range of (4.05 to 4.19) and Std. deviation in the range of (0.684 to 0.801) shows that the respondents are more conscious about proactive personality of employees in an organization. Skewness and Kurtosis values are also within range. Career success Mean in the range of (4.03 to 4.06) and Std. deviation in the range of (0.788 to 0.920) found that respondents are more conscious about getting career success. And career success is also vital to them. Skewness and Kurtosis values of all the variables are within range.

Confirmatory Factor Analysis

In present research study, the researcher used factor analysis is to evaluate validity of scale. In this drive, there are two types of factor analysis which are principle component analysis and confirmatory factor analysis. The latter is type of SEM and this analysis is used in this research. Use surveys to assess proactive personality traits and career success outcomes. The structural equation modeling or path analysis can be applied to test both the mediation and moderation models. There are two types of variables in CFA namely latent variable and manifest variable. Confirmatory factor analysis is used to see the relationship between above mentioned types of variables.

Figure 2
CFA Model 1

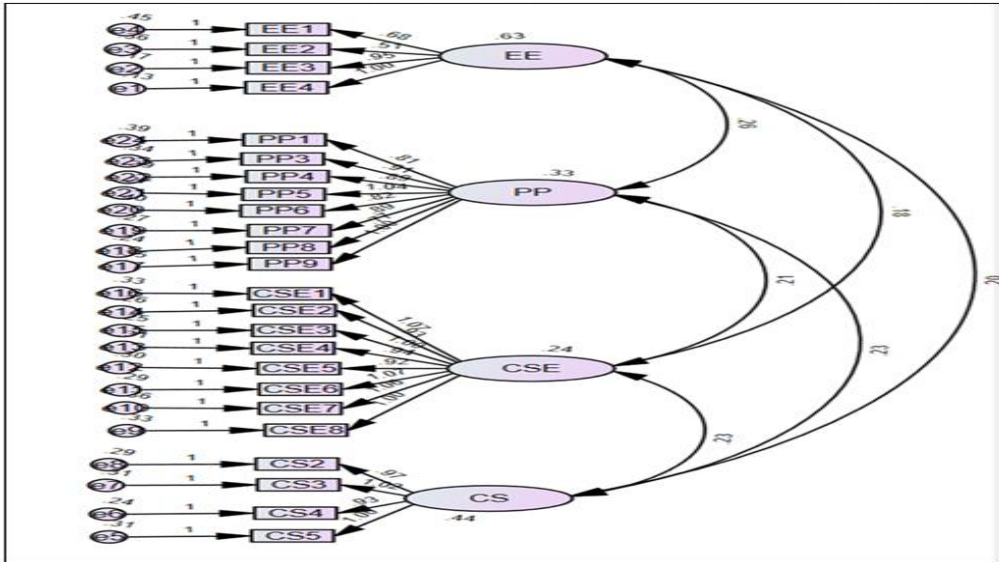
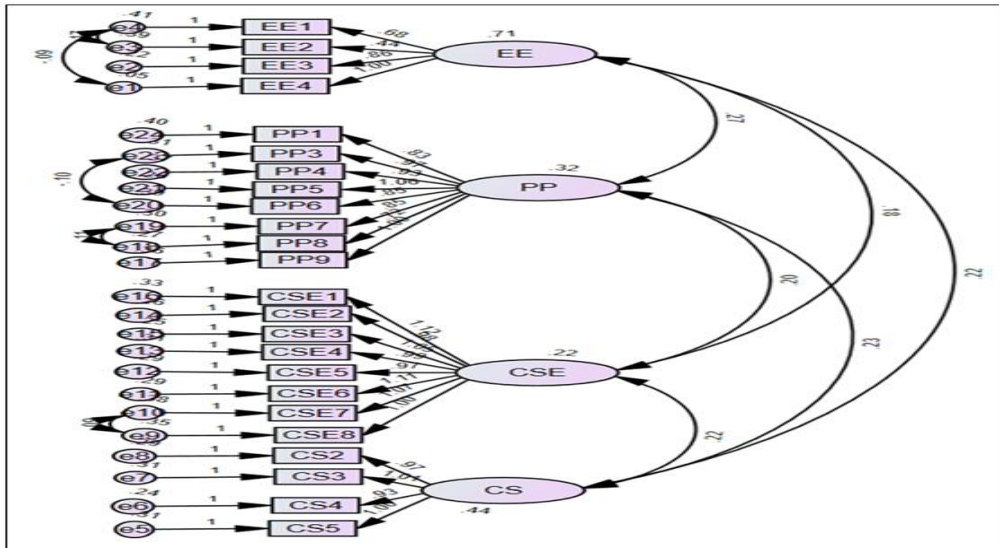


Figure 3
Confirmatory Factor Analysis Model 2



CFA model have two considerations for good fit model, it must be the high factor loading on single headed arrows between items and construct and very low correlation on double headed arrows connecting error terms or factors (Kline, 2005). Minimum value for acceptance of factor loading is 0.50 and below is not acceptable and it will eliminate the item from model (Hair,

2006). Kline (2005) also recommended that correlation between construct must be below 0.85, as the value above from it confirms that there are not distinguishable rather single factor. These two considerations are used in this research and good fit model indices. It is the requirement of the study to have the collective CFA model containing all the four measurement models and their items. The new CFA model contains four construct and twenty four items. Four items of the variable employee empowerment (EE), eight items of the variable proactive personality (PP), seven items of the variable career self efficacy (CSE), and four items of the variable career success (CS) are use in this analysis. CFA measurement model before the covariance show the following values: GFI = 0.840, AGFI = 0.804, RMSEA = 0.075, NFI = 0.805, CFI = 0.878, TLI = 0.863. From these values CFI and TLI didn't show the values in the desirable range because CFI and TLI have the values less than 0.90. These should be in the range of greater than equal to 0.90.

Table 7
Model Measurement

Indices of Goodness of fit	Desired Range	Measurement Model	
		Before covariance	After covariance
Absolute Measures			
X2	Null	566.356	452.401
NC	< 5	2.302	1.877
GFI	> 0.80	.840	.869
AGFI	> 0.80	.804	.837
RMSEA	< 0.80	.075	.062
Incremental fit Indices			
NFI	> 0.80	.805	.844
CFI	> 0.90	.878	.920
TLI	> 0.90	.863	.908

After each correlation best results achieved. CFA measurement model after covariance show the following values: GFI = 0.869, AGFI = 0.837, RMSEA = 0.062, NFI = 0.844, CFI = 0.920, TLI = 0.908. After covariance all values of absolute measures, incremental fit indices are in desirable range. The table given above shows summary of all important values for confirmatory factor analysis.

DISCUSSION

In present research employee empowerment is found as moderator on proactive personality and career self efficacy. Moderator variable is variable who affects relation amid independent variable and predictor variable or dependent variable, Spurk (2020). In this study employee empowerment is used as moderator between independent variable and predictor. Proactive personality is used as independent variable and career self efficacy is used predictor variable. This study suggest that the employee empowerment positively affects the relation of proactive personality and career self efficacy. Different analysis is used to access the prediction about this hypothesis and the analysis shows that employee empowerment increases the relation among proactive personality and career success. When employees are empowered then it affects on

their proactive personality to be enhanced [Breeding, \(2022\)](#). They are entitled to take initiative in participating for betterment of their work or organization's activities in a broader way and it helps to increase self efficacy in terms of their career. Empowered employees use their abilities to enhance career adjustments. Some researchers ([Chen et al., 2021](#)) previously found positive relationship amid these variables separately and in study by applying analysis results shows positive moderating affect of employee empowerment on proactive personality and career self efficacy.

So Hypothesis 1 is accepted in this study. The result of this study is supported by hypothesis that the career self efficacy mediates relation between proactive personality and career success. Analysis shows that career self efficacy strengthen relation among proactive personality and career success. A mediator variable is variable that explains the relationship among dependent and independent variable ([Crant, 2024](#)). In this research career self efficacy is used as mediator among independent variable proactive personality and dependent variable career success. In this way the hypothesis 2 found accepted. Hypothesis 3 of proactive personality and career success is accepted in this study. Proactive personality is used as independent variable and career success is used as dependent variable in this research. Different analysis is conducted to check relation between these variables. Previous researchers ([Hackett & Betz, 2021](#)) conducted researches to prove this relation. And this study suggests that there is positive relation between proactive personality and career success. When teams perform for betterment of their tasks and take initiative in activities that performed in broader term then it leads employees to career success.

CONCLUSION

The discussion of this research is based on the research question, does worker empowerment with having proactive personality and career self efficacy leads to career success? descriptive, reliability analysis, the confirmatory factor analysis and regression analysis were used to test hypothesis of this study. In present research employee empowerment is found as moderator on proactive personality and career self efficacy. Moderator variable is a variable who affects the relation between independent variable and predictor variable or dependent variable. In this study employee empowerment is used as the moderator between the independent variable and predictor. Proactive personality is used as independent variable and career self efficacy is used as predictor variable. This study suggest that employee empowerment positively affects relation of proactive personality and career self efficacy. It shows the employee can get success in their career by actively participating in their work in a more effective manner when they use their abilities to enhance their career adjustment and career development. There are numerous avenues for even further study on the topic being discussed. First and foremost, it is indeed a inclusive research in respect that this is limited to certain industries, namely bankers and firm work.

Recommendations

1. The study findings can differ between industries, study could be done other sectors likewise the diverse employees, determined empowerment, personality & self-efficacy characteristics.

2. In near future some other variables may be incorporated with variables in research to see their influence on career success and previous studies might be undertaken over nations or ethnicities.
3. Fourth, this issue can be investigated from the standpoint of students to see the impact on their career success, future studies may replace moderator or mediator to reach the career success in better way.

Managerial Implications

1. The results of research may assist bankers and employees working in diverse companies to better understand the motives for empowerment help to compete in the organizations and enhance their career.
2. This research has valuable implications for bankers and different company's employees to better understand scenario and get career success by adapting the personality in work environment of organization.
3. Since the career self efficacy is positive determinant between proactive personality and career success be linked with career success, motivate employees to enhance self efficacy in career to get success.

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