

**LEBANESE AMERICAN UNIVERSITY**

The mediating effect of Work Engagement on the relation  
between Career Adaptability and OCB

By

Fatima Hadla

A thesis

Submitted in partial fulfillment of the requirements  
For the degree of Master of Science in Human Resources  
Management

Adnan Kassar School of Business

December 2020

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## THESIS APPROVAL FORM

Student Name: Fatima Hadla

I.D. #: 200502818

Thesis Title: Mediating effect of work engagement on career adaptability and OCB

Program: Masters of Science in Human Resource Management

Department: Human Resource Department

School: Business School

The undersigned certify that they have examined the final electronic copy of this thesis and approved it in Partial Fulfillment of the requirements for the degree of:

Masters of Science in the major of Human Resource Management

Thesis Advisor's Name: Dr. Leila Messarra

Signature:  Date: 23 / 12 / 2020  
Day Month Year

Committee Member's Name: Dr. Abdul Nasser Kassar

Signature:  Date: 23 / 12 / 2020  
Day Month Year

Committee Member's Name: Dr. Grace Dagher

Signature:  Date:  / /   
Day Month Year

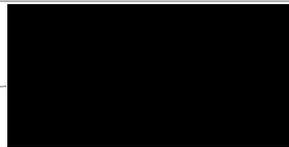
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## **Dedication Page**

To my loving mother who supported me all the way

## **ACKNOWLEDGMENT**

My profound gratitude goes to the Adnan Kassar School of Business and MSHRM instructors in particular. I would like to express my deep gratitude for Dr. Leila Messarra my instructor and thesis advisor, Dr. Abdul Nasser Kassar my instructor and thesis reader for his support and input, and Dr. Grace Dagher for her valuable input. Thank you for accepting to be on my thesis committee and giving me great support and advice.

To the greatest woman in my life my Mom, you supported me since day one, if it wasn't for you I wouldn't have gone this far and for sure could not have made it without your continuous support and inspiration. Many thanks goes to my friends for supporting me and being there for me throughout this journey.

# The Mediating effect of Work Engagement on the relation between Career Adaptability and OCB

Fatima Hadla

## ABSTRACT

Employees are the asset of every organization. They are the resource that grant the organization a competitive advantage in the market place. Due to fast changes taking place in today's market, organizations are relying more on employees with higher work engagement level, adaptability and the willingness to go the extra mile. This study explores the relationship between career adaptability and organization citizenship behavior (OCB). It also proposes the mediation of work engagement between career adaptability and OCB. One hundred and forty employees working in the private sector in Lebanon participated in our survey that was then analyzed using SPSS and PROCESS software. Results indicated that career adaptability has significant positive influence on OCB and work engagement, work engagement in turn is positively associated with OCB and acted as a partial mediator for career adaptability and OCB. Furthermore, future recommendations and practical implications of the study are discussed along with limitations.

Keywords: Work Engagement, Career Adaptability, Organizational Citizenship Behavior, Career Construction Theory, Social Exchange Theory.

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# List of Abbreviations

CA.....	Career Adaptability
OCB .....	Organizational Citizenship Behavior
WE.....	Work Engagement
CCT .....	Career Construction Theory
SET .....	Social Exchange Theory

# Chapter One

## Introduction and Background

### 1.1 Introduction and Background

The notion of human capital is constantly evolving and developing; organizations worldwide are facing the challenge of attracting and retaining talented employees. By the same token, managers are also struggling to sustain their competitive advantage while minimizing their turnover costs. Due to globalization, vast technological advancement, and increased competition in today's market, the key to maintaining an organization's position in the marketplace is through setting a strategic plan which supports the organization in exploring beneficial resources to improve its performance such as investing in their employees (Fahd-Sreih, & El-Kassar, 2017, 2018). Such unstable situations forced companies to engage downsizing, restructuring, and outsourcing (Coetzer & Rothmann, 2007) in a struggle to increase organizational performance (Klehe, Zikic, Van Vianen & De Pater, 2011) and maintain their competitive advantage in the marketplace. As a response, employees can adapt to these changes through career adaptability (Klehe et al., 2011) and work engagement (Savickas, 1997) which may be recognized as self-regulation capabilities that employees draw upon to resolve career-related tasks (Neureiter, M., & Traut-Mattausch, E., 2016). Nevertheless, high performing organizations mostly rely on employees who don't only accomplish their formal tasks, but also employ their knowledge to voluntarily assist their colleagues and the organization as a whole (Harvey, Jaron & Bolino, Mark & Kelemen,

Thomas., 2018) that is engaging in activities labeled as organization citizenship behavior (Macey & Schneider, 2006).

The purpose of this paper is to examine the relationship between Career Adaptability, Work Engagement, and Organizational Citizenship Behavior.

## **1.2 Need for the study**

This study intends to highlight my contribution to the literature by explaining the relationship between career adaptability and organization citizenship behavior through work engagement. This research is expected to fill this gap and give both employers and employees a better understanding of the importance of career adaptability, work engagement, and OCB. It will also add validity to the different constructs i.e. career adaptability, work engagement and OCB.

This research attempts to answer the following question: Does work engagement mediate the relationship between career adaptability and OCB?

## **1.3 Purpose of the Study**

The purpose of this research is to add to the literature by exploring the relationship between Career Adaptability and OCB and to test whether work engagement mediates the relationship between career adaptability and OCB. The study will also grant empirical findings for both employers and employees to understand the importance of career adaptability, work engagement and OCB for employees to maintain their well-being at work and employers to retain their workforce.

## **1.4 Statement of the research problem**

This study was guided by the following research hypotheses:

Hypothesis 1: Career Adaptability will be positively related to OCBs

Hypothesis 2: Career Adaptability will be positively related to Work Engagement

Hypothesis 3: Work Engagement will be positively related to OCB

Hypothesis 4: Work engagement mediates the relationship between Career adaptability and OCB

This paper will attempt to examine the above hypotheses statements by collecting and analyzing

Quantitative data that will be later analyzed using SPSS and PROCESS. The survey will include Career Adaptability Scale, Work Engagement Scale, and OCB Scale along with demographic variables (generational cohorts, gender, level of education, years of experience, work industry, work position, and company size).

## **1.5 Operational definition of terms**

Career Adaptability: Career adaptability was defined as “a psychosocial construct that denotes an individual’s readiness and resources for coping with current and imminent vocational development tasks, occupational transitions, and personal traumas.” (Johnston, 2018).

**Work Engagement:** Work engagement was defined as “a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption”. (Mauno, Kinnunen, & Ruokolainen, 2007).

**Organizational Citizenship Behavior:** is referred to “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988). In other words OCB means taking the extra mile and willingness to go beyond the contractual commitment.

# **Chapter Two**

## **Literature Review**

This chapter addresses the literature review of Career Adaptability, Organizational Citizenship Behavior, and Work Engagement as well as the Hypothesis.

### **2.1 Literature Review**

#### **2.1.1 Career Adaptability**

Career adaptability is defined as “a psychosocial construct that denotes an individual’s readiness and resources for coping with current and imminent vocational development tasks, occupational transitions, and personal traumas.” (Johnston, 2018). In light of the trying market-place situations, career adaptability has become a vital element for employees who are facing turbulent and volatile challenges and are struggling to survive in the job market to maintain their careers. Research has shown that career adaptability is an essential factor for career success especially in these unpredictable times (Mujajati, 2016). Thus, in order to cope, employees need to acquire various types of skills that serve as tools to help them adapt to the changing work environment (Savickas et al., 2009) to turn suffering into empowerment. Career adaptability signifies the individual’s ability to cope with change which will impact his/her career decisions (Rossier, Zecca, Stauffer, Maggiori & Dauwalder, 2012). In line with Mujajati (2016), organizations

nowadays rely more on their top performers' proactivity, flexibility and adaptability to change, as well as their ability to acquire new competencies to help maintain the organization's competitive advantage in the marketplace. According to Savickas, et al. (2009) career adaptability encompasses both aptitudes and attributes that increase ones employability and encourage individuals to have a fruitful route to advance in their professions. These "Self-regulation strategies" stimulate individual's adaptive behavior to cope with the interventions in one's career vision in order to tackle unacquainted and unexpected problems all along their career path (Tokar, Savickas, & Kaut, 2019; 2020). Career adaptability is comprised of four dimensions, namely concern, control, curiosity, and confidence strategies (Savickas, 2013). Concern is an individual's concern about his/her future career, control is the extent to which an individual has control over his/her career future, curiosity is exhibited through discovering potential upcoming scenarios, and confidence is achieved through invigorating one's self to chase ones goals and ambitions (Savickas, Mark L. 2005). The four dimensions empower employees with the abilities to effectively deal with fluctuating work hassles. Individuals with career adaptability will seize opportunities, obtain applicable resources, and adjust their career goals according to career afflictions (Gupta, 2019).

### **2.1.2 Career Construction Theory**

Career adaptability is a central concept in career construction theory (Rudolph, Zacher, & Hirschi, 2019; 2018). Career construction refers to individuals' occupational choice and work adjustment to achieve and maintain fruitful and adequate work lives that are

not solely limited to their professional lives but to their personal unprofessional lives as well (Dix, 2020) in order to acquire work-life balance. Career construction is mainly the struggle of an individual to fit in the work environment (Tokar, Savickas, & Kaut, 2019; 2020). High performers tend to be more concerned about their future career. They try to be in control of their career construction and continuously identify potential upcoming career opportunities, thus have high levels of self-confidence in resolving career-related complications (Tokar, Savickas, & Kaut, 2019; 2020).

Recent research asserts that work norms are no longer defined by stability, but rather by mobility. Individuals nowadays need to have both intrinsic and extrinsic factors in order to increase their employability (Tokar, Savickas, & Kaut, 2019; 2020). Intrinsic factors occurs through being fully aware of one's capabilities and ability to adapt to change when change is needed to keep up with the continuous evolvement of the work track. As for the extrinsic factors, this is accomplished through seeking external guidance to help develop a successful adjustable career (Cortellazzo, et al., 2020). External help can materialize through seeking career construction counseling. Career counselling directs people towards balancing their work-life to help them turn challenges to opportunities (Maree, 2018). Further studies have shown that career counseling both individually and collectively has major effect on individual's career confidence, career control, and career adaptability as well as a decrease in anxiety and career uncertainty (Cardoso, Savickas, & Gonçalves, 2019).

### **2.1.3 Concern**

A person's concern about one's vocational future is the utmost essential dimension of career adaptability. It indicates the importance of being future oriented where the individual develops a sense of awareness of his/her vocational tasks and occupational transitions to be handled, and choices to be made, in the forthcoming and distant future (Savickas, 2013). Accordingly, having future concerns stimulates one's urge to plan his or her career path and develop one's own skills, thus become more future oriented. Savickas et al. (2009) stressed on the importance of an individual being future oriented and adopting a positive attitude in career planning.

#### **2.1.4 Control**

A person's control over one's vocational future is the second most essential dimension of career adaptability. A research by Kuijpers, Schyns, & Scheerens (2006) concluded that career control and establishing connections are strongly correlated with career prosperity, and are able to form a supportive work environment which advocates career competencies as well (Kuijpers, & Scheerens, 2006).

#### **2.1.5 Curiosity**

Curiosity stands for one's eagerness to explore his/her standing in the job market (Savickas, 2013). This eagerness motivates individuals to broaden their network and develop high quality connections with others to help them flourish in their careers. High quality connections can be a source of career growth where employees can develop their potential and nurture. Thus positive relationships support employees' development in the

job market. Accordingly, when individuals have a vision of their prospect work self, it is then more likely that they put added effort into building a career network (Taber, & Blankemeyer, 2015) thus, increasing their employability by gaining access to the labor market which brings them a step closer to their ultimate career goal.

### **2.1.6 Confidence**

An individual's career confidence prevails when the employee is able to tackle concrete career problems in a positive manner to better build ones future (Coetzee, Ferreira & Shunmugum, 2017). Research emphasizes the importance of individuals having intrinsic confidence in their capabilities which will assist them in coping with stressful career situations (Gupta, M. 2019) especially in these turbulent times that the whole world is passing through. Accordingly, individuals who believe in themselves and in their abilities will eventually achieve their career goals.

Generally, the career adaptability dimensions: Concern, control, curiosity, and confidence are referred to as individuals' willingness to be relational, committed and proactive when it comes to career planning. As for the individual's confidence strategies, individuals need to acquire frustration coping techniques to effectively deal with career obstacles and barriers. (Bocciardi, Caputo, Fregonese, Langher, & Sartori, 2017).

### **2.2.1 Organizational Citizenship Behavior**

Organizational Citizenship Behavior is referred to as “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, P.4). Nevertheless, after the global economy’s rapid development and the fundamental fluctuations in the nature of work and the workplace, the OCB concept originators reexamined the definition and redefined it as “Contributions to the maintenance and enhancement of the social and psychological context that support task performance” (Arda, Delen, Tatoglu, & Zaim, 2017, p. ). This implies that personality traits such as emotional intelligence is also relevant to OCB (Miao, Humphrey, & Qian, 2018). In contrast to job responsibilities, OCB refers to taking the extra mile. It is the extra-role behavior that employees are willing to go beyond the contractual commitment (de Geus, Christa, Ingrams, Tummers, & Pandey, 2020). Just as career adaptability benefits both individuals’ careers and enhance organizational functions (Liu & Yu, 2019), likewise, OCB is directed towards the individual or the organizational level (Gabriel, Koopman, Rosen, & Johnson, 2018). In other words, OCB has two manifestations; OCBI (Individual-directed OCB) and OCBO (Organization-directed OCB) (Ln & Chen 2020). OCBI entails behaviors that assist individuals (e.g., helps others who have workload) while OCBO entails behaviors that are considered profitable to the organization as a whole (e.g., attend functions that are not required, but that help the company’s image). A research by Gabriel et al. (2018) found evidence that coworkers who engage in OCBI will highly benefit from their positive work attitudes among other coworkers through constructive feedbacks, as well as establishing a cooperative environment. As for coworkers who engage in OCB at the organizational level, this assist them in diminishing expenditures, turnover intentions and increase productivity (de Geus, et al,

2020) which will eventually increase the organization's competitive advantage in the market-place.

OCB has five dimensions that aid in enhancing the organization's effectiveness in the market-place; altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

### **2.2.2 Altruism**

Altruism entails all voluntarily acts that involves helping others (e.g., willingly help others who have work related problems). Altruism is voluntary performances where colleagues assist each other with their assigned tasks to better serve the organization (Tambe, 2014).

### **2.2.3 Courtesy**

Courtesy refers to the gestures done in favor of differing problems and misunderstandings from occurring (Romainha, Maulud, Wan, Ismail, Fahana, & Harun, 2019), such as taking steps to avoid any conflict with coworkers, and informing them before taking any essential actions which will reduce intergroup conflict.

### **2.2.4 Sportsmanship**

Sportsmanship is the "willingness to tolerate the inevitable inconveniences and impositions of work without complaining" (Jehanzeb, & Mohanty, 2019, p. ). Enduring

uncomfortable working conditions while maintaining an ethical positive attitude (ElGammal, El-Kassar, & Messarra, 2018), will boost work group harmony leading to a lower turnover rate (Romainha, Maulud, Wan, Ismail, Fahana, & Harun, 2019) and to increasing the organization's ability to adapt to market changes. The employee who refrains from expressing his/her inconvenience at work becomes a role model to other coworkers.

### **2.2.5 Conscientiousness**

Conscientiousness is a desirable behavior that goes beyond the call of duty. It is evident when the employee is entirely devoted to his/her work; being always punctual, never taking long breaks, obeying rules, regulations and company procedures even when no one is watching (Tambe, 2014).

### **2.2.6 Civic virtue**

Civic virtue is “responsible, constructive involvement in the political process of the organization” (e.g., willingness to keep up with the developments in the company) (Jehanzeb, & Mohanty, 2019). It is a behavior where employees dutifully participate in activities that serve the best interest of the organization (Romainha, Maulud, Wan, Ismail, Fahana, & Harun, 2019). OCB's over-all theory is when the workforces take the extra mile beyond their formal role requirement by offering support to their coworkers to advance employees' competencies and the association's overall performance

(Kloutsiniotis, & Mihail, 2020) through High Performance HR practices (Hai, Wu, Park, Li, Chang, & Tang, 2020). Research conducted by Hai et al. (2020) proved that transformational leadership, employees' perception on HPHRP might aid in reinforcing the social exchange theory. Consistent with the social exchange theory, it is expected that a constructive originating act would assist in developing trust among coworkers through initiating a long lasting social exchange relationship that would in return encourage productive, profitable and positive work-related behavioral attitudes (Cropanzano, Anthony, Daniels, & Hall, 2017). When employees feel recognized and valued by their employers, they are more likely to cooperate leading to increased profitable behaviors directed towards the individuals and the organization as well as promote organizational citizenship behavior and work engagement (Hai, Wu, Park, Li, Chang, & Tang, 2020).

### **2.3.1 Work Engagement**

Work engagement is referred to as “a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption” (Mauno, Kinnunen, & Ruokolainen, 2007, p.150). Work engagement demonstrates employees' willingness to dedicate all their skills and abilities to uplift the organization (Yadav, & Morya, 2019). It has three dimensions, vigor, dedication, and absorption.

### **2.3.2 Vigor**

Vigor referred to as “high levels of energy and mental resilience while working, the willingness to invest effort in one’s work” (Kuok, & Taormina, 2017). Being vigorous, is being an engaged and proactive person; having both mental and physical energy for discretionary efforts or extra role behavior beyond employee’s specified job role (Mäkikangas, Hyvönen, & Feldt, 2017). This energy triggers innovative behaviors (Singh, El-Kassar, & Abdul Khalek, 2020) among working individuals to go the extra mile past obstacles faced at work (Mäkikangas, Hyvönen, & Feldt, 2017).

### **2.3.3 Dedication**

Dedication denotes “a sense of significance, enthusiasm, inspiration, pride, and challenge” (Kuok, & Taormina, 2017). It is the sense of passion, loyalty and commitment to the organization. When the organization involves its employees in the decision making process, they feel effective thus enthuse them to contribute and make a difference to the organization’s goals (Yadav, & Morya, 2019).

### **2.3.4 Absorption**

Finally, Absorption is “being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Kuok, & Taormina, 2017). Absorption is being immersed in work motorized by intrinsic motivation where the ultimate goal is not just getting the job done but doing it in the best possible way (Yadav, & Morya, 2019). Recruiting an employee that is vigorous, dedicated, and deeply engrossed in work is a critical component of

organizational success in today's economy. Employees are every company's vital asset where the success of an institution depends on the performance and work engagement of its employees. It is as Henry Ford once said, "You can take my factories, burn up my buildings, but give me my people and I'll build the business right back again." In other words, institutions who thrive to maintain their rank and competitive advantage in the market-place need engaged employees who have high levels of vigor, dedication and absorption (Bakker, 2017).

Research over the past decade presented work engagement as a fluctuating criteria that is affected across time and circumstances (Bakker, & Albrecht, 2018). A Gallup study showed that high percentage of employees experience lack of work motivation and loss of enthusiasm due to several reasons be it either intrinsic such as work disappointments; role ambiguity and conflict (Mrgaretha, 2019) or extrinsic such as lack of communication and support from managers (Wigert & Agrawal 2018) which might cause conflicts within the organization. When conflicts are managed in a suitable positive manner it will benefit both individuals and the organization, else it will undesirably affect employees' engagement and performance which in turn will lead to higher turnover intention (Singh, Burgess, Heap, Messarra, Karkoulian, & El-Kassar, 2016). Accordingly, several studies have indicated that employees' access to a variety of job resources often stimulate personal growth and development as well as giving the individual a sense of belonging to the organization (Wu, & Lee, 2020). This will increase the solidarity spirit among employees. Also transformational leadership as well plays a vital role in triggering employees' work engagement (Bakker, & Albrecht, 2018). Transformational leadership has been recognized as an effective and constructive

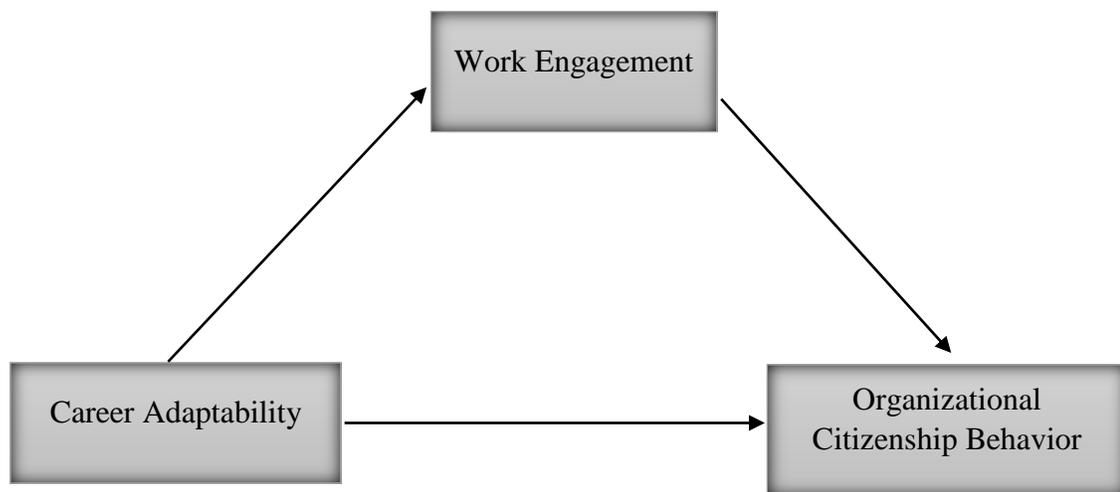
leadership style where it can positively influence employees' self-efficacy, optimistic mood and provide employees with a sense of social support (Wu, & Lee, 2020).

Accordingly, this support was depicted among employees through their contentment, passion, and immersion while accomplishing their allocated tasks (Karkoulian, Srour, & Messarra, 2019).

According to Social exchange theory, when employees sense that their institution supports them in their career progress, this creates an inspirational mentality among them to respond in a positive manner and contribute towards the organization and its progress. (Gupta, 2019). When employees perceive organizational support, they tend to reciprocate this kind of support by being more motivated to perform their tasks thus come to be more engaged at work (Yu, Liu, & Li, 2019). Reciprocity builds a genuine affiliation among the employees as well as that of the organization. In this regard, employees tend to reciprocate such attitudes to guarantee benefiting from mutual support and establishing positive and long lasting relationships among coworkers and the organization (Yalabik, Rayton, & Rapti, 2017). Thus, employees working in an organization that embarks on support and collaboration among employees themselves and employees and their managers as well will aid their employees in adapting to their work environment, elevate engagement and motivate them to engage in discretionary behaviors beyond their specified job-role to better serve their organization's mission and vision (Singh, El-Kassar, & Abdul Khalek, 2019, July). This theory of social collaboration between individuals is the net total of time and effort with regards to the benefits employees get out of this interaction. In other words, it is an exchange between

augmenting benefits and limiting expenses (Rosales, 2015) thus enhancing person-organization fit and accelerating career success.

In conclusion, employees with specific skills encapsulating adaptability, fit better with their work environment (Gupta, 2019) when they perceive managers and coworkers' support. Such perceived support will equip them with the abilities to demonstrate more OCBs and tend to increase their levels of engagement (Alfes et al. 2013) thus making them work vigorously through increased levels of discretionary efforts (Tladinyane, & Van der Merwe 2016).



***Figure 1. Schematic model of Work Engagement mediating the relationship between Career Adaptability and organizational Citizenship Behavior.***

# Chapter Three

## Hypotheses and Conceptual Model

### 3.1 Hypotheses and Conceptual Model

The purpose of this study is to explore the mediating effect of work engagement on career adaptability and organization citizenship behavior. In this research, career adaptability is the independent variable, organization citizenship behavior is the dependent variable and work engagement is the mediator. This chapter will include hypotheses development and conceptual model.

#### 3.1.1 Hypothesis Development

To meet shifting career requirements and seize opportunities to excel, employees need to be adaptive, capable not only of coping with change but also of taking initiative to enhance their fit to the changing work environment. Therefore, career adaptability comprises behaviors, competencies, and attitudes that might better enable employees to fit well into changing work environments (Ashfaq, 2020). This conceptualization reveals that career adaptability could also be considered a form of proactive person–environment fit behavior (Parker & Collins, 2010), whereby employees anticipate, plan, and take actions independently to better adapt themselves to their work environments (Delle, & Searle, 2020).

This section will present four hypotheses to be addressed in the analysis. These hypotheses are theorized based on the literature review and two theoretical frameworks: the Career Construction Theory and the Social Exchange Theory.

### **3.1.2 Career Adaptability and Organization Citizenship Behavior**

In the current study, both social exchange theory (Gupta, 2019) and career construction theory (Savickas, 2002, 2013) were drawn upon to examine the influence of career adaptability on organization citizenship behavior. OCB is not only linked to job satisfaction and performance but also is an essential factor for employees to adapt to their workplace. Employees with high levels of career adaptability tend to better deal with job demands and engage more in discretionary proactive behaviors to improve their performance (Singh, Chen, Del Giudice, & El-Kassar, 2019), thus empower both the individuals and the organization with abilities for achieving their ultimate goal; career development (Sattar, Rasheed, Khan, Tariq, & Iqbal, 2017). Accordingly, Employees with high levels of career adaptability will have the motivation to involve in discretionary behavior while individuals with low levels of career adaptability lack the internal drive to go beyond the formal contractual tasks which might eventually lead to turnover intention. Therefore, it is hypothesized that:

H1: Career Adaptability is positively related to Organization Citizenship Behavior

### **3.1.3 Career Adaptability and Work Engagement**

In reference to the career construction theory and social exchange theory, employees with more adaptability skills are empowered with the ability to build constructive implications that are of benefit to their career success, this in turn will aid employers in retaining top talents (Zhu, Cai, Buchtel, & Guan, 2019). Similar to Social exchange theory, which emphasize social and emotional benefits (Yu, Liu, & Li, 2019) to employees who act in a positive manner towards their colleagues and the organization as a whole. This will help boost the worth of social exchange relationship between co-workers and the management as well (Elahi, Abid, Arya, & Farooqi, 2020). In this context, it is expected that employees who swiftly adapt to their working environment have a sense of loyalty and commitment (Zhu, Cai, Buchtel, & Guan, 2019). This commitment is the incentive that motivates employees to employ all their mental and physical effort in the direction of achieving goals that are of benefit to the organization as a whole (El-Kassar, Messarra, & El-Khalil, 2017). Consequently, it is expected that career adaptability will be associated with high levels of work engagement. Therefore, it is hypothesized that:

H2: Career Adaptability is positively related to Work Engagement

### **3.1.4 Work Engagement and OCB**

The extent of job dedication and the amount of effort put at work differ from one employee to another (Ng et al. 2019). Extensive research conducted on work

engagement ranged between positive outcomes such as high performance and commitment to negative outcomes such as burnout. Burnout categorized under emotional and physical exhaustion was considered to be the opposite of work engagement thus negatively related to work engagement and OCB (Babcock-Roberson, & Strickland, 2010). As for Organizational commitment, it is an antecedent to OCB (Tan, Cham, Zawawi, & Aziz, 2019) and it is believed that when employees are committed to their work, they are more likely to engage in altruistic, conscientious, and virtuous behaviors (Babcock-Roberson, & Strickland, 2010). Hence, work engagement is linked to OCB through burnout and organization commitment. Therefore, it is hypothesized that:

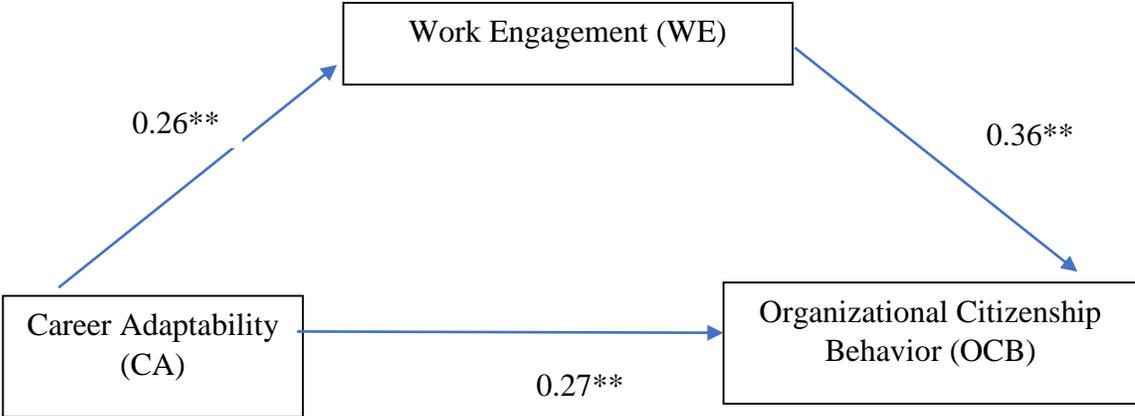
H3: Work Engagement is positively related to Organization Citizenship Behavior

### **3.1.5 The mediating effect of work engagement on career adaptability and OCB**

Work engagement is a motivational–psychological state with three dimensions: vigor, dedication and absorption (Gupta, 2019). High work engagement has been associated to a better in-role performance and improved extra-role behavior which will in turn reduce turnover intention. Sulea, et.al. (2012). It is thus conceptualized that the higher engagement at work the more the employees exert discretionary work behavior towards the individuals and the organization (Ashfaq, 2020). Work engagement in the past and recent literature has been considered as a mediating variable linking numerous HRM-related antecedents and positive job-related outcomes (Paul, & Kee 2020). Therefore, it is hypothesized that:

H4: Work engagement mediates the relationship between career adaptability and OCB

**3.1.2 Conceptual Model:**



# Chapter Four

## Research Methodology and Statistical Analysis

### 4.1.1 Research Methodology and Statistical Analysis

### 4.1.2 Participants

The sample population consisted of 170 Lebanese adults who participated in the survey. A total of 140 complete and usable responses were generated. The questionnaire included three structured scales with demonstrated reliability and validity in previous studies; career adaptability, OCB, and work engagement and eight demographic questions. The survey was developed in softcopy format using Google forms for data collection and testing.

The survey was voluntary, and the questions were all optional. The survey consisted of 53 close-ended questions; it was divided into five sections: Consent form, demographics, career adaptability, work engagement, and organizational citizenship behavior. The first section was the consent to participate in the survey where participants were given the option to proceed or quit. The second section was the demographics questions section. The third section consisted of the career adaptability scale, fourth section the work engagement scale, and the fifth and last section the OCB scale.

Prior to distributing the survey, a pilot study was applied to several potential participants such as employees and faculty members to guarantee that the content was clear and well-structured. The average time needed to complete the questionnaire ranged between 5 to 7 minutes. The participants reported that the measures were clear. Therefore, no changes were necessary to any of the measures or procedures.

#### **4.1.3 Section one: Consent**

This section comprised of a statement inviting participants to take part in this survey, the purpose of this study, and a statement guaranteeing that the participants' responses will be anonymized and confidential. Afterwards, the participants were given the choice to either proceed with the survey or terminate it.

#### **4.1.4 Section two: Demographics**

This section had eight demographic questions that asked about; gender, age, marital status, level of education, years of experience, and work industry.

#### **4.1.5 Sections three: Career Adaptability Scale.**

The career adaptability scale was developed and validated by Savickas, & Porfeli, in 2012. It is a 24 item scale divided in 4 sub-scales; concern, control, curiosity, and confidence. Each sub-scale has 6 questions such as “I am thinking about what my future will be like” (concern), “I am taking responsibility for my actions” (control), “I am looking for opportunities to grow as a person” (curiosity), and “I am learning new skills” (confidence). Responses were recorded in a 5-point Likert format, from 1 (“Strongest”) to 5 (“Not Strong”). This scale had been validated by Hlad’ et al. (2020) where the reliability of the total score was 0.93 while the reliabilities of the four subscales were as follows: concern 0.84, control 0.80, curiosity 0.82, and confidence 0.88.

#### **4.1.6 Section four: Work Engagement Scale**

Work Engagement was measured with the nine-item Utrecht work engagement short version scale. The scale was developed and validated by Carmona-Halty, Schaufeli, & Salanova, in 2019. It is a 9 item scale divided in to 3 sub-scales; vigor, dedication, and absorption. Each sub-scale consists of 3 questions such as “At my work, I feel bursting with energy” (vigor), “My job inspires me” (dedication), and “I feel happy when I am working intensely” (absorption). Responses were recorded on a seven-point Likert scale, from 1 (“Never”) to 7 (“Always”). ”). Nerstad, Richardsen, & Martinussen, (2010) conducted confirmatory factor analyses (CFA) to confirm the original three-factor structure construct validity.

#### **4.1.7 Section five: Organizational Citizenship Behavior Scale**

Organizational Citizenship Behavior was measured with a twenty-item OCB scale developed and validated by Niehoff, & Moorman, in 1993. The 20 item scale is divided to 5 sub-scales; altruism, courtesy, sportsmanship, Conscientiousness, and Civic virtue. Each sub-scale constitutes of 4 questions such as “I help others who have workloads” (altruism), “I do not abuse the rights of others” (courtesy), “I constantly talk about wanting to quit my job” (sportsmanship), “I am always punctual” (Conscientiousness), and “I attend functions that are not required, but that help the company image” (civic virtue). Responses were recorded on a 5-point Likert format, from 1 (“Strongly disagree”) to 5 (“Strongly agree”). Lo, & Ramayah, (2009) in their research state that the reliability coefficient for civic virtue was 0.82, for conscientious was 0.74, for altruism 0.85 and for courtesy 0.76. Therefore, it was concluded that the aforementioned OCB sub-scales are reliable.

#### **4.1.8 Data Collection**

Data collection for the main study started after receiving the Institutional Review Board (IRB)’s approval on July 16, 2020 and ended on August 20, 2020. Employees received an announcement of this research study which included information about the purpose of the study and how to participate. Interested candidates were asked to access the survey through a Google form link which directed them to the survey. They were

then presented with an informed consent form. Upon consent, participants were asked to complete the questionnaire. They filled the demographics questionnaire first, and then, career adaptability scale, work engagement scale, and organizational citizenship behavior scale respectively. The inclusion criteria were to be between the ages of 18 and 66 years. A total of 140 participants fully completed the survey.

# Chapter Five

## Statistical Analysis

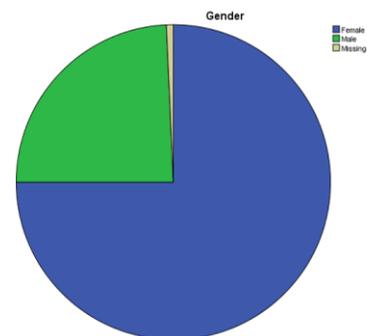
### 4.1 Analysis

#### 4.1.1 Survey Administration

The sample of this study includes participants that are currently employed. The questionnaire administration took place during July 16, 2020 and August 20, 2020. The survey was distributed online through Google forms where only 170 participants responded and participated in the survey. However, 140 responses were selected out of which 30 responses had to be removed due to incomplete answers by participants. Thus, 140 responses were used for analysis using SPSS software and PROCESS.

#### 4.1.2 Demographics

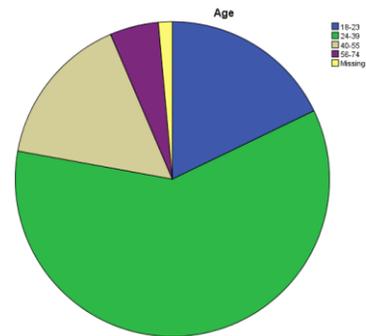
In our sample of 140 respondents, 105 were females representing 75.0% of the sample and 34 were males representing 24.3% of the sample. The frequency distribution is shown in Table 1 and Figure below.



### Gender

	Frequency	Percent	Valid %	Cumulative %
Female	105	75.0	75.5	75.5
Valid Male	34	24.3	24.5	100.0
Total	139	99.3	100.0	
Missing System	1	.7		
Total	140	100.0		

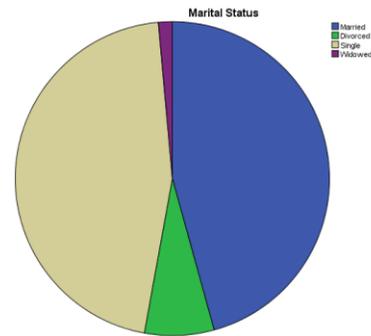
The age distribution were as follows; age (18-23) 25 responses representing (17.9%) of the sample, age (24-39) 84 responses representing (60%) of the sample, age (40-55) 22 responses representing (15.7%), and age (56-74) 7 responses representing (7%) of the sample. The frequency distribution is shown in Table 2 and Figure below.



### Age

	Frequency	Percent	Valid %	Cumulative %
18-23	25	17.9	18.1	18.1
24-39	84	60.0	60.9	79.0
Valid 40-55	22	15.7	15.9	94.9
56-74	7	5.0	5.1	100.0
Total	138	98.6	100.0	
Missing System	2	1.4		
Total	140	100.0		

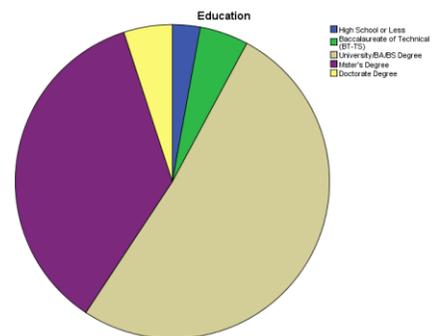
Respondents' marital statuses, 64 were married representing 45.7% of the sample, 10 were divorced representing 7.1% of the sample, 64 were single representing 45.7% of the sample, and 2 were widowed representing 1.4% of the sample. The frequency distribution is shown in Table 3 and Figure below.



Marital Status

	Frequency	Percent	Valid %	Cumulative %
Married	64	45.7	45.7	45.7
Divorced	10	7.1	7.1	52.9
Valid Single	64	45.7	45.7	98.6
Widowed	2	1.4	1.4	100.0
Total	140	100.0	100.0	

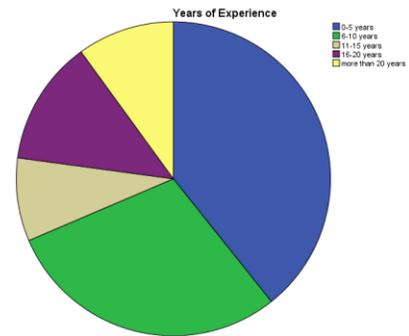
The educational level distribution showed that 4 respondents high school education or less (2.9%), 7 with Baccalaureate of Technical (BT-TS) (5%), 72 with University/BA/BS Degree (51.4%), 50 with a Master's degree (35.7%), and the remaining 7 have a Doctorate degree (5%). The frequency distribution is shown in Table 4 and Figure below.



### Education

	Frequency	Percent	Valid %	Cumulative %
High School or Less	4	2.9	2.9	2.9
Baccalaureate of Technical (BT-TS)	7	5.0	5.0	7.9
Valid University/BA/BS Degree	72	51.4	51.4	59.3
Master's Degree	50	35.7	35.7	95.0
Doctorate Degree	7	5.0	5.0	100.0
Total	140	100.0	100.0	

As for years of experience, the distribution showed that 55 respondents' have 1-5 years of experience representing 39.3% of the sample, 41 respondents' have 6-10 years of experience representing 29.3% of the sample, 12 respondents' have 11-15 years of experience representing 8.6% of the sample, 18

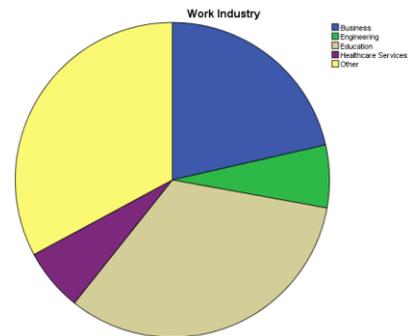


respondents' have 16-20 years of experience representing 18% of the sample, and 14 respondents' have more than 20 years of experience representing 10% of the sample. The frequency distribution is shown in Table 5 and Figure below.

### Years of Experience

	Frequency	Percent	Valid %	Cumulative %
Valid 1-5 years	55	39.3	39.3	39.3
6-10 years	41	29.3	29.3	68.6
11-15 years	12	8.6	8.6	77.1
16-20 years	18	12.9	12.9	90.0
more than 20 years	14	10.0	10.0	100.0
Total	140	100.0	100.0	

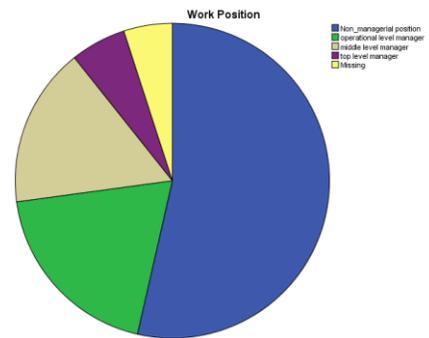
In the work industry, the distribution showed that 30 respondents' work in the business sector representing 21.4% of the sample, 9 respondents' work in the Engineering sector representing 9% of the sample, 46 respondents' work in the Education field representing 32.9% of the sample, 9 respondents' work in the Healthcare services representing 6.4% of the sample, and the remaining 46 respondents' work in other different work sectors representing 32.9% of the sample. The frequency distribution is shown in Table 6 and Figure below.



### Work Industry

	Frequency	Percent	Valid %	Cumulative %
Business	30	21.4	21.4	21.4
Engineering	9	6.4	6.4	27.9
Education	46	32.9	32.9	60.7
Healthcare Services	9	6.4	6.4	67.1
Other	46	32.9	32.9	100.0
Total	140	100.0	100.0	

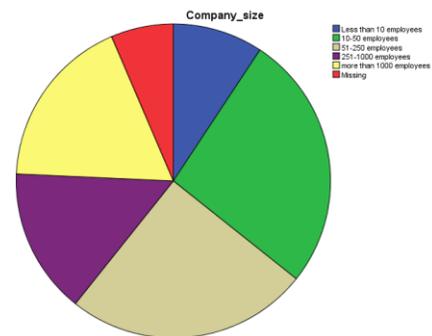
The work position distribution showed that 75 respondents occupy non-managerial positions (53.6%), 27 respondents occupy operational level manager (19.3%), 23 respondents occupy middle level manager (16.4%), and 8 respondents occupy top level manager positions (5.7%). The frequency distribution is shown in Table 7 and Figure below.



### Work Position

	Frequency	Percent	Valid %	Cumulative %
Non-managerial position	75	53.6	56.4	56.4
operational level manager	27	19.3	20.3	76.7
Valid middle level manager	23	16.4	17.3	94.0
top level manager	8	5.7	6.0	100.0
Total	133	95.0	100.0	
Missing System	7	5.0		
Total	140	100.0		

As for company size, 13 respondents' work in a company who has less than 10 employees thus representing 9.3% of the sample, 37 respondents' work in a company that has 10-50 employees thus representing 26.4% of the sample, 35 respondents'



work in a company that has 51-250 employees thus representing 25% of the sample, 21 respondents' work in a company that has 251-1000 employees thus representing 15% of the sample, and 25 respondents' work in a company that has more than 1000 employees thus representing 17.9% of the sample. The frequency distribution is shown in Table 8 and Figure below.

### Company size

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Less than 10 employees	13	9.3	9.9	9.9
10-50 employees	37	26.4	28.2	38.2
51-250 employees	35	25.0	26.7	64.9
251-1000 employees	21	15.0	16.0	80.9
more than 1000 employees	25	17.9	19.1	100.0
Total	131	93.6	100.0	
Missing System	9	6.4		
Total	140	100.0		

### 4.1.3 Cronbach alpha

Table 2: Cronbach alpha

The reliability results displayed in Table 9 revealed that the measures are reliable as most Cronbach's Alpha values are well above the minimum required value of 0.7 except for OCB Sportsmanship which generated a negative value thus will be removed from the analysis.

Construct	Cronbach's Alpha
CACONCERN	0.748
CACONTROL	0.847
CACURIOSITY	0.855
CACONFIDENCE	0.813
OCBALT	0.683
OCBCOU	0.689
OCBCON	0.648
OCBCV	0.771
WEVI	0.886
WEDE	0.941
WEAB	0.884

SPSS software was used to compute the Cronbach Alpha and analyze the findings.

The third sub-scale of organizational citizenship behavior scale was reverse coded. The table above shows the results of the three scales measured. Most variables showed high Cronbach Alpha with results above 0.7.

Sportsmanship sub-scale of OCB was removed which stated “I consume a lot of time complaining about trivial matters”, “I tends to make "mountains out of molehills" (makes problems bigger than they are”, “I constantly talk about wanting to quit my job”, and “I always focus on what's wrong with the situation, rather than the positive side of it.”

#### **4.1.4 Factor Analysis and Scores**

Scales along with the sub-scales mostly scored a factor loading above 0.7 along with the average variance which was acceptable. Therefore the results confirm the reliability of the scales and sub-scales. In each case the scores were generated named; CACN, CACO, CACU, CACF. Furthermore, the independent variable Career Adaptability (CA) scores were factor analyzed to generate a single score denoted by CASCALE with a loading of 0.692, most of the items used to measure this dimension of the CA obtained a significant loading (higher than 0.7).

Similarly, all the items of Organizational Citizenship Behavior (OCB) scale and sub-scales revealed a significant loading for OCBALT, OCBCOU, OCBCON and OCBCV. The dependent variable OCB score were factor analyzed to obtain a score denoted by OCBSCALE with a loading of 0.810. Most of the items used to measure this dimension of the OCB obtained a significant loading (higher than 0.7).

Moreover, all the items of work engagement scale and sub-scales revealed a significant loading for WEVI, WEAB, and WEDE. The mediator work engagement was factor analyzed to obtain a score denoted by WESCALE with a loading of 0.754. All items used to measure Work Engagement (WE) and its dimensions obtained a significant loading (higher than 0.7). The factor loadings, scores and variance for each latent construct of subscales and their items are shown in Table 10 below.

Construct	Items	Loadings	Variance Explained
CASCALE	CACN	.748	66.753%
	CA1	.677	
	CA2	.709	
	CA3	.820	
	CA4	.733	
	CA5	.747	
	CA6	.422	
	CACO	.847	
	CA7	.423	
	CA8	.741	
	CA9	.711	
	CA10	.609	
	CA11	.805	
	CA12	.771	
CACU	.855		
CA13	.728		
CA14	.759		

	CA15	.765
	CA16	.732
	CA17	.719
	CA18	.734
	CACF	.813
	CA19	.736
	CA20	.769
	CA21	.687
	CA22	.815
	CA23	.793
	CA24	.759

Construct	Items	Loadings	Variance Explained
OCBSCALE	OCBALT	.714	50.064%
	OCB1	.873	
	OCB 2	.872	
	OCB 3	.812	
	OCB 4	.569	
	OCBCOU	.670	
	OCB5	.735	
	OCB6	.694	
	OCB7	.808	
	OCB8	.624	
	OCBCON	.672	
	OCB13	.869	

	OCB14	.870
	OCB15	.780
	OCB16	.535
	OCBCV	.770
	OCB17	.783
	OCB18	.763
	OCB19	.848
	OCB20	.830

Construct	Items	Loadings	Variance Explained
WESCALE	WEVI	.886	81.770%
	WE1	.842	
	WE 2	.867	
	WE 3	.807	
	WEAB	.941	
	WE4	.902	
	WE 5	.919	
	WE 6	.781	
	WEDE	.884	
	WE7	.894	
	WE 8	.882	
	WE 9	.755	

As for the factor loading for the whole scales of career adaptability, OCB, and work engagement are shown in Table 11 below:

Construct	Loadings	Variance Explained
CASCALE	.692	56.809%
OCBSCALE	.810	
WESCALE	.754	

#### 4.1.5 Testing the model

In order to test the mediation of work engagement and its significance in the proposed model, we must demonstrate that the mediator work engagement (WE) is influenced by the Independent Variable career adaptability (CA) and has a significant influence on the Dependent Variable organization citizenship behavior (OCB). Moreover, CA showed a positive significant relationship in the presence of the independent variable OCB. More precisely, the following steps are conducted: First, the significance of the influence of CA on OCB is demonstrated in the absence of the mediator. A regression model is constructed using factor scores generated by SPSS. The output is as follows;

#### 4.1.6 Regression Analysis

REGRESSION

/INDEPENDENT VARIABLE= CASCALE

/DEPENDENT VARIABLES = OCBSCALE

The significance of the relationship between the independent variable CA and the dependent variable OCB is confirmed by constructing a regression equation. The model resulted in an R-Squared value of 0.112 indicating that the regression equation did not explain any % of the variability in OCBSCALE. Moreover, analysis of variance resulted

in a test statistics of  $F(1, 122) = 15.368$  and  $p\text{-value} = 0.000$  confirming the significance of the model. Regression coefficient  $\beta = 0.352$ , test statistics  $t(122) = 3.920$  and the  $p\text{-value}$  is 0.000. Thus, the total effect is 0.334.

Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	CASCALE <sup>b</sup>	.	Enter

a. Dependent Variable: OCBSCALE

b. All requested variables entered.

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.334 <sup>a</sup>	.112	.105	.9406	.112	15.368	1	122	.000

a. Predictors: (Constant), CASCALE

b. Dependent Variable: OCBSCALE\_SP

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13.598	1	13.598	15.368	.000 <sup>b</sup>
1 Residual	107.946	122	.885		
Total	121.543	123			

a. Dependent Variable: OCBSCALE\_SP

b. Predictors: (Constant), CASCALE

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.004	.085		.049	.961
	CASCAL E	.352	.090	.334	3.920	.000

a. Dependent Variable: OCBSCALE\_SP

Second, the significance of the relationship between the independent variable CA and the mediator WE is confirmed by constructing another regression equation. The model resulted in an R-Squared value of 0.069 indicating that the regression equation explained 6.9% of the variability in WE. Moreover, analysis of variance resulted in a test statistics of  $F(1, 128) = 9.421$  and  $p\text{-value} = 0.003$  confirming the significance of the model. The regression model confirmed the significance of the influence of CA on WE as the standardized regression coefficient is  $\beta = 0.262$ , test statistics  $t(128) = 3.069$ , and the  $p\text{-value}$  is 0.003.

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
2	.262a	.069	.061	.9669	.069	9.421	1	128	.003

a. Predictors: (Constant), CASCALE

b. Dependent Variable: WESCALE

ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.807	1	8.807	9.421	.003 <sup>b</sup>
2 Residual	119.663	128	.935		
Total	128.470	129			

a. Dependent Variable: WESCALE

b. Predictors: (Constant), CASCALE

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
2	(Constant)	.023	.085		.274	.785
	CASCALE	.262	.085	.262	3.069	.003

a. Dependent Variable: WESCALE

Next, a regression equation is constructed using both the IV CA and the mediator WE as predictor and OCB as the DV. The results are shown in Table below. The model resulted in an R-Squared value of 0.248 indicating that the regression equation explained 24.8% of the variability in OCB. Moreover, analysis of variance resulted in a test statistics of  $F(2, 120) = 19.824$  and  $p\text{-value} = 0.000$  confirming the significance of the model.

The results revealed that relationship between the mediator WE and the DV OCB in the presence of the IV CA is significant, beta = 0.356, test statistics  $t(120) = 4.406$ , and the p-value is 0.000.

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df 2	Sig. F Change
3	.498 <sub>a</sub>	.248	.236	.8724	.248	19.824	2	120	.000

a. Predictors: (Constant), WESCALE, CASCALE

b. Dependent Variable: OCBSCALE

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	30.178	2	15.089	19.824	.000 <sup>b</sup>
	Residual	91.335	120	.761		
	Total	121.513	122			

a. Dependent Variable: OCBSCALE

b. Predictors: (Constant), WESCALE, CASCALE

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
3	(Constant)	1.472E-005	.079		.000	1.000
	CASCALE	.275	.087	.261	3.178	.002
	WESCALE	.356	.081	.361	4.406	.000

a. Dependent Variable: OCBSCALE

The last step is to confirm the significance (or the meaningful reduction in effect) of the relationship between the initial IV CA and the DV OCB in the presence of the mediator WE. The regression analysis results in Table below revealed a beta = 0.261, t (120) = 3.178 and p-value = 0.002 confirming the significance of the relationship between the initial IV CA and the DV OCB in the presence of the mediator WE. Accordingly, the results support hypothesis indicating that WE mediate the relationship between CA and OCB. Note that the indirect effect of CA on OCB is the product of the two coefficients  $ab = (0.262)(0.356) = 0.093272$ .

<b>Model 1</b>		<b>OCB</b>				
	B	Std. Error	Beta	t	Sig.	
(Constant)	.00	.94	.00	.049	0.961	
CA	.33	.94	.33	3.92	.000	
<b>Model 2</b>		<b>WE</b>				
	B	Std. Error	Beta	t	Sig.	
(Constant)	.02	.85	.00	.27	0.78	
CA	.26	.85	.26	3.06	.003	
<b>Model 3</b>		<b>OCB</b>				
	B	Std. Error	Beta	t	Sig.	
(Constant)	.00	.07	.00	.00	1.000	
CA	.27	.09	.26	3.17	.002	
WE	.36	.08	.36	4.40	.000	

#### 4.1.7 Process:

Process is an analysis modeling tool used mainly for estimating direct and indirect effects in single and multiple mediator models (Hayes, 2012). Results generated from PROCESS confirms the significance of the IV with the Mediator. Then the regression equation was constructed linking WE with CA. WE is significant in the presence of CA and in the presence of OCB. This indicates partial mediation. The direct effect which is equal to 0.2753 is significant, as for the indirect effect, it is significant as both the lower limit and the upper limit of the confidence interval have positive value. Which indicates partial mediation.

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Version 3.4.1 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)

Documentation available in Hayes (2018). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model: 4

Y: OCBSCALE

X: CASCALE

M: WESCALE

Sample

Size: 123

\*\*\*\*\*

OUTCOME VARIABLE:

WESCALE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2636	.0695	.9642	9.0362	1.0000	121.0000	.0032

Model

	coeff	se	t	p	LLCI	ULCI
Constant	.0228	.0886	.2575	.7972	-.1526	.1982
CASCALE	.2827	.0940	3.0060	.0032	.0965	.4689

Covariance matrix of regression parameter estimates:

	Constant	CASCALE
Constant	.0078	-.0003
CASCALE	-.0003	.0088

\*\*\*\*\*

OUTCOME VARIABLE:

OCBSCALE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4983	.2483	.7611	19.8243	2.0000	120.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
Constant	.0000	.0787	.0002	.9999	-.1559	.1559
CASCALE	.2753	.0866	3.1782	.0019	.1038	.4468

WESCALE .3559 .0808 4.4057 .0000 .1959 .5158

Covariance matrix of regression parameter estimates:

	Constant	CASCALE	WESCALE
Constant	.0062	-.0002	-.0001
CASCALE	-.0002	.0075	-.0018
WESCALE	-.0001	-.0018	.0065

\*\*\*\*\* DIRECT AND INDIRECT EFFECTS OF X ON Y\*\*\*\*\*

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2753	.0866	3.1782	.0019	.1038	.4468

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
WESCALE	.1006	.0476	.0287	.2175

\*\*\*\*\* ANALYSIS NOTES AND ERRORS\*\*\*\*\*

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

# **Chapter six**

## **Discussion**

### **5.1. Discussion**

The aim of this thesis was to determine the relationship between career adaptability and organizational citizenship behavior, and the mediating role of work engagement. In other words, this thesis aimed at testing how work engagement affected employee's level of adaptability and discretionary behavior. This study along with several studies have been conducted in the MENA region targeting employee behaviors such as a study done by Jaafar, Pereira, Saab, and El-Kassar, 2020 at AKSOB.

#### **5.1.1 Positive relationship between Career Adaptability and Organizational Citizenship Behavior.**

H1: Career Adaptability is positively related to OCB

The result of this study supported H1, concluding that there is a positive relationship between Career adaptability and OCB. This concurs with Bruque, Moyano, & Piccolo (2016) whose study showed a positive relation between OCB and individuals' adaptation to change. OCB is a constructive organizational behavior that encompasses psychosomatic capabilities that can be accomplished for performance advancement. Such factors embrace certain aptitudes of self-efficacy, self-reliance and confidence that support individual adaptation to change.

### **5.1.2 Positive relationship between Work engagement and Career Adaptability.**

H2: Career Adaptability is positively related to work engagement

The result of this study supported H2, indicating a positive relationship between work engagement and career adaptability. This is in line with Yoo, & Lee (2019) who anticipated a work engagement as a positive forecaster of career adaptation. In addition, Tladinyane, & Van der Merwe (2016) showed that career adaptability and employee work engagement had a significant positive relationship. Thus Gupta (2019) found that equipping employees with abilities and skills would assist them in swiftly adapting to job transitions which is expected to have a great deal of influence on work engagement and employees' overall performance. As well as

### **5.1.3 Positive relationship between Work engagement and OCB.**

H3: Work Engagement is positively related to OCB

Our results also supported H3 as well. Work engagement had a positive relation to OCB. A study by Babcock-Roberson, & Strickland, (2010) found work engagement to be positively associated with OCB. They found that when workers are more absorbed in and dedicated to their work, they are more likely to involve themselves in behaviors that are altruistic, conscientious, and virtuous.

### **5.1.4 Career adaptability and organizational citizenship behavior mediated by work engagement**

H4: work engagement mediates the relationship between career adaptability and organizational citizenship.

The findings of this study supported H4. Work engagement partially mediated the relationship between career adaptability and OCB. Work engagement as a mediator had a significant relationship with both career adaptability and OCB. Career adaptability was positively related with work engagement that, in turn, positively associated with OCB.

Thus, recent studies report a positive association between career adaptability, work engagement and career related outcomes such as OCB (Rossier et al., 2012).

Accordingly, an increase in career adaptability will increase work engagement and work engagement will increase discretionary behavior or extra role behavior.

## **5.2. Managerial Implications**

On a practical note, findings of this study show that career adaptability exerts a positive influence on engagement and citizenship behavior. It is thus recommended that human resource managers intervene and utilize resources that could promote career adaptability especially for less adaptable employees who could be exposed to possible career barriers (Savickas, 2013). Developing career adaptability skills could assist such employees learn how to manage tough career situations and become more engaged at work and in discretionary behaviors that contributes to the psychological and social environment of the workplace.

### **5.3. Limitations of the study**

The study's main limitation is that it was conducted at one point in time limiting the scope of findings. Second, it was conducted during COVID-19 pandemic and people were quarantined, some lost their jobs and other were feeling unsecure which might have affected the final result. Moreover, career adaptability scale was divided and tested according to its four subscales, OCB scale was divided and tested according to its four scales after removing the sportsmanship sub-scale, and work engagement scale was divided and tested according to its three sub-scales. The result of a small sample size where  $n=140$  and generalizing its results was one of the main limitation of this study, as well as not testing generational cohorts and their potential effect on the three tested variables. Moreover, 75% of the participants were females.

### **5.4. Future research**

The field of career adaptability's effect on OCB is still in its infancy. Future research could explore the impact of the demographic variables such as gender, years of experience and generational cohorts. In addition, other variables can be tested such as, job satisfaction, commitment and perceived organizational support lastly, it is also recommended to collect responses from other cultures and at different time intervals to test to study outcome relationship regardless of time or culture. And collect data from supervisors as well.

## **5.5. Conclusion**

The present study contributes to the literature by showing the importance of career adaptability on other adapting behaviors such as engagement and OCB. To that effect, we examined the mediating influence of work engagement on career adaptability and OCB. Our results showed a positive significant relationship between career adaptability and work engagement among working individuals in the private sector in Lebanon. In addition, a positive relationship was found between work engagement and OCB, and career adaptability and OCB. Finally, when work engagement was introduced as a mediator, all proposed relationships proved significant.

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# **APPENDIX: Survey and IRB Approval**

## **Consent to participate in a Survey**

### **The Mediating effect of Work Engagement on the relation between Career Adaptability and OCB**

I am an MSHRM student at the Lebanese American University and I would like to invite you to participate in my thesis research by completing the following questionnaire/ survey. The purpose of this questionnaire / survey aims to measure The Mediating effect of Work Engagement on the relation between Career Adaptability and Organization Citizenship Behavior (OCB).

There are no known risks, harms or discomforts associated with this study beyond those encountered in normal daily life. The information you provide will be used to enhance and improve the effect of the constructs under study, namely: Career Adaptability, Work Engagement, and Organizational Citizenship Behavior (OCB). You will not directly benefit from participation in this study. I appreciate completing this survey that will take 5-7 minutes of your time.

By continuing with the questionnaire / survey, you agree with the following statements:

1. I have been given sufficient information about this research project.

2. I understand that my answers will not be released to anyone and my identity will remain anonymous. My name will not be written on the questionnaire nor be kept in any other records.
3. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however data cannot be linked to me.
4. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer.
5. I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to.
6. I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University
7. I understand that if I have any additional questions, I can ask the research team listed below.
8. I have read and understood all statements on this form.
9. I voluntarily agree to take part in this research project by completing the following survey/Questionnaire.

*If you have any questions, you may contact:*

<i>Name (PI)</i>	<i>Phone number</i>	<i>Email address</i>
<i>Fatima Hadla</i>	<i>03-997808</i>	<i>Fatima.hadla@lau.edu</i>

*If you have any questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:*

*Institutional Review Board Office,  
Lebanese American University  
3<sup>rd</sup> Floor, Dorm A, Byblos Campus  
Tel: 00 961 1 786456 ext. (2546)*

## Demographic Variables

Gender	
Male	
Female	

Age	
Short Answer	

Marital Status	
Married	
Divorced	
Single	
Widowed	

Level of Education	
High School or Less	
Baccalaureate of Technical (BT-TS)	
University/BA/BS Degree	
Master's Degree	
Doctorate Degree	

Years of Experience	
0-5 years	
6-10 years	
11-15 years	
16-20 years	
More than 20 years	

Work Industry	
Business	
Engineering	
Education	
Healthcare Services	
Other:	

Work Position	
Non-managerial position	
Operational Level Manager	
Middle Level Manager	
Top Level Manager	

Company Size	
Less than 10 Employees	
10-50 Employees	
51-250 Employees	
251-1000 Employees	
More than 1000 Employees	

## Career Adaptability Scale

Reference: Savickas, M. L., & Porfeli, E. J. (2012). Career adapt-abilities scale: Construction, reliability, and measurement equivalence across 13 countries. *Journal of Vocational Behavior*, 80(3), 661-673. doi:10.1016/j.jvb.2012.01.011

	Strongest	Very Strong	Strong	Somewhat Strong	Not Strong
I am thinking about what my future will be like					
I am realizing that today's choices shape my future					
I am preparing for the future					
I am aware of the educational and vocational choices that I must make					
I am planning how to achieve my goals					
I am concerned about my career					
I am keeping upbeat					
I am making decisions by myself					
I am taking responsibility for my actions					
I am sticking up for my beliefs					
I am counting on myself					
I am doing what's right for me					
I am exploring my surroundings					
I am looking for opportunities to grow as a person					
I am investigating options before making a choice					
I am observing different ways of doing things					
I am probing (inquiring) deeply into questions I have					
I am becoming curious about new opportunities					
I am performing tasks efficiently					
I am taking care to do things well					
I am learning new skills					
I am working up to my ability					
I am overcoming obstacles					
I am solving problems					

## Organizational Citizenship Behavior (OCB) Scale

Reference: Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*, 36(3), 527-556.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I help others who have work loads					
I help others who have been absent					
I willingly give of my time to help others who have work related problems					
I help orient new people even though it is not required					
I consult with other individuals who might be affected by my actions or decisions					
I do not abuse the rights of others					
I take steps to prevent problems with other workers					
I inform others before taking any important actions					
I consume a lot of time complaining about trivial matters					
I tends to make "mountains out of molehills" (makes problems bigger than they are)					
I constantly talk about wanting to quit my job					
I always focus on what's wrong with the situation, rather than the positive side of it					
I am always punctual					
I never take long lunches or breaks					
I do not take extra breaks					
I obeys company rules, regulations and procedures even when no one is watching					
I keep abreast of changes in the organizations					
I attend functions that are not required, but that help the company image					
I attend and participate in meetings regarding the organization					
I "keep up" with developments in the company					

## Work Engagement Scale

Reference: Carmona-Halty, M. A., Schaufeli, W. B., & Salanova, M. (2019). The utrecht work engagement scale for students (UWES-9S): Factorial validity, reliability, and measurement invariance in a chilean sample of undergraduate university students. *Frontiers in Psychology*, 10, 1017. doi:10.3389/fpsyg.2019.01017

	Never	Almost Never	Rarely	Some- times	Often	Very Often	Always
At work, I feel bursting with energy							
At my job, I feel strong and vigorous							
When I get up in the morning, I feel like going to work							
I am enthusiastic about my job							
My job inspires me							
I am proud of the work that I do							
I feel happy when I am working intensely							
I am interested in my work							
I get carried away when I am working							

## NOTICE OF IRB APPROVAL – EXEMPT STATUS

**To:** Ms. Fatima Hadla  
 Advisor: Dr. Leila Messarra  
 School of Business

**APPROVAL ISSUED:** 16 July 2020  
**EXPIRATION DATE:** 16 July 2022  
**REVIEW TYPE:** EXEMPT CATEGORY B

**Date:** July 16, 2020

**RE:** *IRB #: LAU.SOB.LM2.16/Jul/2020*

*Protocol Title: The Mediating Effect of Work Engagement on the Relation between Career Adaptability and OCB*

Your application for the above referenced research project has been reviewed by the Lebanese American University, Institutional Review Board (LAU IRB). This research project qualifies as exempt under the category noted in the Review Type

This notice is limited to the activities described in the Protocol Exempt Application and all submitted documents listed on page 2 of this letter. **Final reviewed consent documents or recruitment materials and data collection tools released with this notice are part of this determination and must be used in this research project.**

### CONDITIONS FOR ALL LAU NOTICE OF IRB EXEMPTION DETERMINATION

**LAU RESEARCH POLICIES:** All individuals engaged in the research project must adhere to the approved protocol and all applicable LAU IRB Research Policies. **PARTICIPANTS must NOT be involved in any research related activity prior to IRB notice date or after the expiration date.**

**EXEMPT CATEGORIES:** Activities that are exempt from IRB review are not exempt from IRB ethical review and the necessity for ethical conduct.

**PROTOCOL EXPIRATION:** **PROTOCOL EXPIRATION:** The LAU IRB notice expiry date for studies that fall under Exemption is 2 years after this notice, as noted above. If the study will continue beyond this date, a request for an extension must be submitted at least 2 weeks prior to the Expiry date.

**MODIFICATIONS AND AMENDMENTS:** Certain changes may change the review criteria and disqualify the research from exemption status; therefore, any proposed changes to the previously IRB reviewed exempt study must be reviewed and cleared by the IRB before implementation.

**RETENTION:** Study files must be retained for a period of 3 years from the date of project completion.

**IN THE EVENT OF NON-COMPLIANCE WITH ABOVE CONDITIONS, THE PRINCIPAL INVESTIGATOR SHOULD MEET WITH THE REPRESENTATIVES OF THE IRB OFFICE IN ORDER TO RESOLVE SUCH CONDITIONS. IRB CLEARANCE CANNOT BE GRANTED UNTIL NON-COMPLIANT ISSUES HAVE BEEN RESOLVED.**

If you have any questions concerning this information, please contact the IRB office by email at [irb@lau.edu.lb](mailto:irb@lau.edu.lb)

BEIRUT CAMPUS		BYBLOS CAMPUS		NEW YORK OFFICE	
P.O. Box: 13-5053 Chouran	Tel: +961 1 78 64 66	P.O. Box: 36	Tel: +961 9 54 72 62	475 Riverside Drive	Tel: +1 212 870 2592
Beirut 1102 2801	+961 3 60 37 03	Byblos	+961 3 79 13 14	Suite 1846	+1 212 870 2761
Lebanon	Fax: +961 1 86 70 98	Lebanon	Fax: +961 9 54 62 62	New York, NY 10115	Fax: +1 212 870 2762
					<a href="http://www.lau.edu.lb">www.lau.edu.lb</a>



The IRB operates in compliance with the national regulations pertaining to research under the Lebanese Minister of Public Health's Decision No.141 dated 27/1/2016 under LAU IRB Authorization reference 2016/3708, the international guidelines for Good Clinical Practice, the US Office of Human Research Protection (45CFR46) and the Food and Drug Administration (21CFR56). LAU IRB U.S. Identifier as an international institution: FWA00014723 and IRB Registration # IRB00006954 LAUIRB#1

Dr. Joseph Stephan  
Chair, Institutional Review Board

**DOCUMENTS SUBMITTED:**

IRB Exempt Protocol Application	Received 10 July 2020, amended 14 July 2020
Proposal	Received 10 July 2020
Consent Form	Received 10 July 2020
Questionnaire	Received 10 July 2020
Link to the survey	R Received 10 July 2020, amended 14 July 2020
IRB Comments sent: 10 July 2020 14 July 2020	PI response to IRB's comments dated: 10 July 2020 14 July 2020
NIH Training – Leila Messarra	Cert.# 2061311 (Dated 22 April 2015)
CITI Training – Fatima Hadla	Cert.# 33795952 (Dated 16 October 2019)

