

Career Adaptability and Its Role in Achieving Employee's Well-being Analytical study of the views of a sample of private colleges professors in Babil Governorate

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Abstract : *The research aims to determine the relationship that career adaptability in enhancing the employee's well-being for a sample of private college professors in Babil Governorate. The sample size reached (207) professor staff. To achieve the goal of the research, the main hypothesis was formulated and verified using the correlation coefficient through (SPSS V.24) program. After analyzing the data collected through a questionnaire prepared using foreign measures (Savickas & Porfeli, 2012) of career adaptability (Zheng et al., 2015) employee's well-being, the study reached several conclusions, perhaps the most important role played by career Adaptability for employees in enhancing employee well-being. The study ended with several recommendations, the most important of which was the necessity for the researched colleges to adopt new strategies for the development of the career that goes beyond the traditional understanding of the career as promotion and transition across the ranks of the career ladder to a better and broader understanding related to the content of the jobs themselves and the changes that can occur in those jobs and tasks performed College professors and the future options available to them to develop their career.*

Keywords: *Career adaptability, Employee's well-being.*

1 INTRODUCTION: The scene of the labor market and the current career is characterized by continuous uncertainty, rapid change, high flexibility, the most diverse and global jobs, and an unlimited career. Therefore, organizations have become obligated to make changes in the career, and researchers have introduced new models for the development of the career and expanded the role of workers in developing their career. Individuals who can adapt to a career are more satisfied with their career, compared to individuals with negative career behavior. Therefore, career adaptability affects the career success of employees. Often, individuals who are career adaptability more actively seek to achieve their career goals, which in turn will make them feel more successful in their career. Workers with a high level of career adaptability are looking for opportunities that will allow them to change the scope of their career or make career advancement towards desired positions within the organization. Moreover, achieving well-being in the workplace is crucial to organizations due to its association with positive organizational outcomes, for example, improved employee performance and reduced work turnover. In light of this fact, career adaptability was considered a critical factor in employee well-being.

1- Research methodology

1-1: The research problem

The concept of career adaptability is a relatively modern concept that is worthy of consideration and contemplation in human resource management, and it is a perspective that broadens the traditional perspective in career management, which believes that managing the career is the responsibility of the organization only, and it goes further than that, as this The perspective allows the individual to control his career to a large extent, which enhances his feeling of satisfaction with his professional life and his sense of self-fulfillment and success, which is reflected in his sense of well-being in the workplace.

According to the foregoing, the research problem can be summed up by the existence of a gap between the intellectual proposition in the above, and what is present, especially in the private colleges under discussion, and the current research problem can be summarized in a chief question: Can career adaptability predict the employee's well-being?

1-2: The importance of research

The importance of research is that:

- 1- It dealt with the description and analysis of the relationship between two variables in the field of human resources, namely career adaptability and the employee's well-being, which gives it additional importance.
- 2- It works to develop and consolidate the belief of leaders in the researched colleges and other organizations on the need to strive hard to develop career adaptability of university professors as it represents an important and vital aspect in enhancing their well-being, which contributes to improving performance results in those colleges.

1-3: Research objectives

The research aims to achieve many goals, the most important of which are:

- a- Examine the level of availability of career adaptability of the professor staff, the research sample in private colleges / Babil Governorate, and how they can develop these capabilities.

b- Determining the level of the faculty well-being dimensions, the research sample in private colleges / Babel governorate.

1-4: Research hypotheses

To achieve the objectives of the research and test its hypothesis model, the research relied on the main hypothesis as follows:

Main hypothesis: There is a significant correlation between career adaptability (concern, control, Curiosity, confidence) and employee's well-being. The following hypotheses are divided into:

- 1- There is a significant correlation between the concern and the employee's well-being.
- 2- There is a significant correlation between control and employee's well-being.
- 3- There is a significant correlation between Curiosity and the employee's well-being.
- 4- There is a significant correlation between confidence and employee's well-being.

1-5: Research measures

In this research, the researcher relied on several measures previously used in administrative literature, which are characterized by stability and high credibility, as shown in Table (1).

Table (1) Summary of the research measures

Variable	Dimensions	Number of paragraphs	The source of the measure
Career Adaptability	Concern	6	Savickas & Porfeli, 2012
	Control	6	
	Curiosity	6	
	Confidence	6	
Employee's well-being	life well-being	6	Zheng et al., 2015
	workplace well-being	6	
	psychological well-being	6	

1-6: The research community and its sample

The private colleges / Babil Governorate were chosen to represent the place of conducting the research, as it consists of (2) university colleges, while the unit of analysis in the research has focused on the individual being a unit of analysis commensurate with the nature of the research variables and its objectives. The researcher made a field visit to the private colleges in Babil Governorate (the research community) to get acquainted with the size of the community, as it reached (451) professor staff (individuals).

The appropriate sample size through which the population can be represented appropriately is (207) individuals using the equation (Kercie & Morgan, 1970: 607). The researcher distributed the questionnaire to obtain data by answering the paragraphs of the questionnaire. The number of distributed forms reached (230) as they were distributed to the professor staff in the scientific departments covered by the research out of the total community of (451) individuals, while only (210) forms were received, the number of missing forms was (20), while there were (3) Forms not valid for statistical analysis. The number of valid forms for statistical analysis was (207) and the response rate was (91.30%).

1-7: Methods of data collection

To achieve the objectives of the research and test its hypotheses requires obtaining data related to the research variables, and in this regard, the researcher relied on the questionnaire as the main tool for collecting the data required

in the research, as the questionnaire was formed from two sides one Marital status, educational attainment, academic title, and second years of service. This aspect of the questionnaire included addressing the main variables, which are career adaptability and the employee's well-being with its sub-dimensions.

2- The theoretical framework of the research

2-1: Career Adaptability

2-1-1: The concept of career adaptability

Adaptability to a career is defined as the quality of the ability to change without much difficulty in adapting to new or changing circumstances and can be explored in various forms depending on the field (Urbanaviciute et al., 2014: 434). Adaptability is also defined as a psychosocial structure that reflects individuals' resources to interact. With various challenges, such as developmental tasks and professional transformations that are an inevitable part of life (Bocciardi et al., 2017: 69), adaptability to the career is defined as a psychosocial construct that refers to the resource's individuals need to succeed in current management and transformations. Expected professionalism (Koen et al., 2012: 396). Therefore, adaptability to a career can be defined as a wide range of individual resources framed in a socio-psychological structure that allows the individual to adapt those resources in the workplace to meet the ever-changing circumstances.

2-1-2: Dimensions of career adaptability

It portrayed the adaptability to the career as a high-level hierarchical structure with many dimensions at the first-degree level. These dimensions reflect an integrated measure of the general functional adaptation of the individual and described it as human capital and as accumulated competencies acquired through learning and experience (Savickas & Porfeli, 2012: 663). Most of the researchers agreed on the existence of four dimensions of adaptability to the career. We discuss below these dimensions, represented in the concern, control, curiosity, and confidence. According to (Guan et al., 2013: 100) these four dimensions not only have in common with one another but can also play different roles in predicting different types of job-related outcomes across different contexts.

A- Concern

The concern is the extent to which the individual explores circumstances and seeks information about opportunities. The concern also contributes to looking forward to the future of individuals and preparing for what may happen later (Savickas & Porfeli, 2012: 664). In other words, the concern is the extent to which individuals are heading towards the future and preparing for the upcoming tasks or challenges (Bocciardi et al., 2017: 69). Therefore, the field of concern indicates the development of a positive and optimistic attitude towards the future (Bimrose & Brown, 2015: 249).

A- Control

Path control is the extent of self-discipline as evidenced by responsibility in making decisions, and it enables individuals to assume personal responsibility and become responsible for influencing themselves and developing them to meet what comes next using control, effort, and perseverance (Bocciardi et al., 2017: 69). Control emphasizes the need for individuals to exert a degree of influence over their attitudes (Bimrose & Brown, 2015: 250).

B- Curiosity

Curiosity is the degree to which an individual explores circumstances and seeks information about opportunities, that is, in the sense related to exploring the potential self and social opportunities (Ginevra et al., 2016: 103). When there is an impulse for individuals to Curiosity of thinking of themselves in different situations and roles, they explore the potential self and alternative scenarios that they might form, and the value in broadening horizons is also emphasized by exploring social opportunities and possibilities (Savickas & Porfeli, 2012: 663).

A- Confidence

Confidence is the extent to which an individual believes they can confront and solve professional problems and do what needs to be done to overcome obstacles (Tladinyane & Van der Merwe, 2016: 4). Having confidence is that the individual believes in himself and his ability to achieve what is necessary to achieve professional goals, and it also represents the individual's belief in his ability to achieve professional aspirations (Chong & Leong, 2017: 82-83). Confidence is an individual's belief that he can turn his or her career goals into reality, solve problems successfully and overcome obstacles (Bocciardi et al., 2017: 70). Trust also allows the fulfillment of one's aspirations and goals despite difficulties (Ginevra et al., 2016: 103).

2-2: Employee's well-being

2-2-1: The concept of employee's well-being

Work-related well-being is related to evaluations that workers make about their working life experiences, and as such may have a cognitive and emotional component. Workers enjoy high levels of well-being when they are satisfied with their jobs, and when they are exposed to positive emotions more frequently such as pleasure, happiness, and negative feelings to a lesser extent (Xanthopoulou et al., 2012: 1053). The definition of work well-being covers a wide range of objectives and basic factors, and that the differences in definitions are the result of the continuous change in the focus

on work well-being due to changes in society, technology, and knowledge about work welfare. Traditionally, work well-being focused on the material conditions in the workplace, and during the seventies, there was an emphasis on Broad to include psychological and biological factors (Foldspang et al., 2011: 17-18). Therefore, employee's well-being can be defined as the perceptions and feelings of workers with regard to satisfaction with their work, their lives, and their psychological experience, which is reflected in their personality and their sense of pride and happiness

2-2-2: Dimensions of Employee's Well-being

Many researchers agree (Zheng et al., 2015) (Vanhove & Herian, 2016) (Dodge et al., 2012) (Urry et al., 2004) (King & Jex, 2014: 119) Chen et al., 2013) (Garcia et al., 2017) Working well-being has three dimensions: psychological well-being, workplace well-being, and life well-being.

A- Psychological well-being

Researchers interested in measuring and affecting psychological well-being in two broad ways, the first, which is often referred to as pleasure, have defined well-being by experiencing positive emotions (moods and feelings) by factors such as overall satisfaction with life (Grant et al., 2007: 53). In other words, well-being implies a sense of contentment, and this dimension of well-being is limited because it does not take into account the significance of life experiences that have a purpose (Robertson & Cooper, 2010: 327). The other complementary dimension of well-being takes into account the importance of experiences, and to understand the distinction between pleasure and happiness approaches it helps to distinguish, for example, most individuals will readily accept that a relentless series of enjoyable experiences at first will gradually become less enjoyable and then fail to produce the same emotional experience. Positivity for the first time, for example sitting on a yacht in the Mediterranean with the sunshine suitable for the pleasant atmosphere, food and drink will make most people happy for some time but day after day, week after week and year after year, it will look useless and the challenge of happiness will seem even Most Faithful (Bonniwell & Henry, 2007: 8).

B- Well-being in the workplace

Well-being in the workplace remains an issue of global importance (Spence, 2015: 109). More than a decade ago, he argued vigorously that work pressures had reached epidemic proportions within Western industrial societies (Wainwright & Calnan, 2002: 1282). Recent evidence indicates that little has changed and that contemporary workplaces are still being studied in search of answers about the causes and what prevents worker fatigue (Nixon et al., 2011: 1-2). According to the World Health Organization, the workplace is a major channel for promoting Health, a view that appears to be widely held (Goetzel & Ozminkowski, 2008: 303).

A- Life well-being

The well-being of life is considered as an increase in satisfaction, and this is considered a positive indicator in lifewell-being and when it is not present or decreased it affects negatively, and life satisfaction represents the cognitive and emotional component of happiness among workers. (Lyubomirsky et al., 2005: 803) indicated that individuals who have levels of High well-being of life are less likely to be anxious and depressed.

3- The practical side of the research

Test the main hypothesis: (There is a significant correlation between the ability to adapt to the career path and the well-being of workers)

It is evident from Table (2) that there is a significant and significant correlation relationship between adaptability to the career path and the well-being of workers, as the value of the correlation coefficient between them reached (0.504 **), which is a significant value at a level of significance (1%), with a confidence rate (99%).

This result indicates that the more the members of the researched sample pay attention to their career in terms of enhancing their ability to control the decisions they make on the path and building their perceptions according to the mechanisms and scientific factual data and maximizing their confidence in their capabilities and abilities whenever this has a role in improving their well-being and satisfaction with the work they are doing. **Based on the foregoing, the main hypothesis can be accepted.**

Table (2)

Relationships between the dimensions of adaptability to the career path and the well-being of workers

Independent Variable	Career adaptability	Dimensions of career adaptability
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Dependent variable		Concern	control	Curiosity	Confidence
Employees well-being	.504**	.388**	.450**	.375**	.451**
Sig. (2-tailed)	.000	.000	.000	.000	.000
Result (decision)	There is a positive and significant correlation at the level of 0.01 between adaptability to the career path with its dimensions and the well-being of workers.				

Source: The researcher prepared in light of the statistical program outputs (SPSS V.24) n = 207

Depending on the results of Table (2), the sub-correlation hypotheses stemming from the main hypothesis can be tested as follows:

A- The first sub-hypothesis test: (There is a significant correlation relationship between the area of concern and employee's well-being)

It is evident from Table (2) that there is a significant correlation relationship between the concern and employee's well-being, as the value of the correlation coefficient between them reached (0.388 **), which is a significant value at a level of significance (1%), a confidence rate (99%).

This result indicates that the study sample's awareness of the available career options with high concern and continuous thinking with an open mind about their career prospects in the college or university to which they belong will increase their willingness to perform any tasks or duties assigned to them by the higher management, which in turn leads to strengthening the level of well-being they feel. Towards their scientific functions and departments.

Depending on the foregoing, it is possible to accept the first sub-hypothesis emanating from the main hypothesis.

A- The second sub-hypothesis test: (there is a significant correlation between control and employee's well-being)

It is evident from Table (2) that there is a significant correlation between control and employee's well-being, as the value of the correlation coefficient between them reached (0.450 **), which is a significant value at a significant level (1%), with a confidence rate (99%).

This result indicates that increasing the control capabilities of the study sample in terms of their bearing responsibility for the actions they perform and the practices they implement as daily behavior in their jobs and this improves their decision-making ability and enhances the state of optimism about their future career in the performance of the educational service they provide, which contributes to an increase Their sense of well-being in the workplace. **Depending on the foregoing, it is possible to accept the second sub-hypothesis emanating from the main hypothesis.**

C. The third sub-hypothesis test: (There is a significant, significant correlation between Curiosity and employee's well-being)

It is evident from Table (2) that there is a significant and significant correlation between Curiosity and employee's well-being, as the value of the correlation coefficient between them reached (0.375 **), which is a significant value at a level of significance (1%), a confidence rate (99%).

This result indicates that the study sample individuals are keen to explore the work environment surrounding them while they are constantly searching for new opportunities that will achieve development and progress in their career to exploit them and improve their level of learning and training, which enhances their psychological well-being factors.

Depending on the foregoing, it is possible to accept the third sub-hypothesis emanating from the main hypothesis.

D-The fourth sub-hypothesis test: (There is a significant correlation between confidence and employee's well-being)

It is evident from Table (2) that there is a significant and significant correlation between confidence and employee's well-being, as the value of the correlation coefficient between them reached (0.451 **), which is a significant value at a significant level (1%), a confidence rate (99%).

This result indicates that the members of the researched sample have the ability to learn new skills that enhance their future career path and they are keen to perform the tasks assigned to them to improve their level of efficiency and improve their performance of the tasks assigned to them, which enhances their level of well-being, commitment, and loyalty to their jobs. **Depending on the foregoing, it is possible to accept the fourth sub-hypothesis emanating from the main hypothesis.**

Conclusions

The results of the analysis showed the presence of significant correlations between the dimensions of career adaptability (concern, control, Curiosity, confidence) and the employee's well-being, which were manifested through the following:

- That the professors' serious concern in their future career and their sense of the importance of preparing and preparing for future tasks, their optimism, planning capacity, knowledge of professional tasks and job transformations that they may encounter in the short and long term is a good indicator to reach high levels of well-being.
- The professors' keenness on control of the career and their sense of freedom and responsibility in making decisions related to building their career represents the true gateway to achieving self-satisfaction, life, and work, and enhances well-being in the workplace.
- The success of the individuals of the study sample (professor staff) in building future perceptions of their career, love, and high desire for exploration and exploration of future opportunities can bring them knowledge capital that enhances their positive feelings towards their work and lives and achieves good and distinguished results in the field of their sense of well-being.
- The subjective ability of the study sample (professor staff) reflects their belief in their ability to succeed in future job tasks and face the challenges and obstacles they face at work, which contributes to their high confidence in achieving career goals and may act as a catalyst for achieving the goals of the educational institution and this can achieve a high level from a feeling of psychological well-being and satisfaction with life.

Recommendations

- 1- The necessity for the researched colleges to adopt new strategies for the development of the career that goes beyond the traditional understanding of the career as promotion and transition across the ranks of the career ladder to a better and broader understanding related to the content of the jobs themselves and the changes that may occur in those jobs and the tasks performed by the professor staff in the colleges and future options. Available in front of them to develop their career.
- 2- That the colleges pay great attention to the professor staff to increase their level of satisfaction with their lives by developing a comprehensive strategy to improve working conditions, reduce work pressures, give them appropriate compensation, increase their empowerment at work, and increase their sense of happiness by increasing their ability to face the burdens of life and achieve a balance between life and work.
- 3- Working to increase the professors' feeling and perception of well-being in the workplace by increasing their participation in the design of the work and the tasks they perform, and making these work and tasks enjoyable by using methods of enrichment and job rotation, and providing them with knowledge and skills through their participation in training and development programs and increasing their sense of satisfaction with Work using proper and objective evaluation of their performance.

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