

Exploring the Interplay of Positive Psychological Capital and Career Adaptability in Multinational Corporations

Rana Salman Anwar

E-mail: rana.salman@indus.edu.pk

ORCID: <https://orcid.org/0000-0002-4071-0520>

Affiliation: Faculty of Management Sciences,
Indus University, Pakistan

ROR: <https://ror.org/00hqpmg61>

Ranka Krivokapic

E-mail: ranka@t-com.me

ORCID:

Affiliation: University of Montenegro, Montenegro

ROR: <https://ror.org/02drrjp49>

Armenia Androniceanu

E-mail: armenia.androniceanu@man.ase.ro

ORCID: <https://orcid.org/0000-0001-7307-5597>

Affiliation: Faculty of Administration and Public
Management, Bucharest University of Economic
Studies, Romania

ROR: <https://ror.org/04yvncj21>

Rizwan Raheem Ahmed

E-mail: rizwanraheemahmed@gmail.com

ORCID: <https://orcid.org/0000-0001-5844-5502>

Affiliation: Faculty of Management Sciences,
Indus University, Pakistan

ROR: <https://ror.org/00hqpmg61>

Riaz Ahmed

E-mail: riaz.mangi@salu.edu.pk

ORCID:

Affiliation: Institute of Commerce and
Management, Shah Abdul Latif University,
Pakistan

ROR: <https://ror.org/02s232b27>

Annotation. The aim of this study is to investigate how positive psychological capital, employee resilience, career calling, and role overload interact to shape career adaptability among employees in multinational firms in Pakistan. The study investigates the impact of employee resilience as a mediator in the relationship between positive psychological capital and career flexibility, as well as the moderating effects of career calling and role overload. Design/methodology/approach: The study used a cross-sectional design, and data were obtained from 287 employees of multinational firms in Pakistan. Positive psychological capital, employee resilience, professional calling, job overload, and career adaptability were all assessed using self-report questionnaires. PLS-SEM (Partial Least Squares Structural Equation Modelling) was used to examine the data. Findings: The findings demonstrated that positive psychological capital has a substantial influence on job adaptability as well as community and individual employees' resilience. Furthermore, resilience influenced the association between good psychological capital and job adaptability considerably. The connection between positive psychological capital and career flexibility was considerably reduced by career calling, while role overload had a modest moderating effect. Originality: This study adds to the body of knowledge by providing empirical evidence of the complex relationships between positive psychological variables, employee resilience, and career adaptability. The study expands on positive psychology in the context

of careers, emphasising the importance of psychological resources and contextual elements in supporting individuals' adaptive behaviours and well-being in their careers.

Keywords: positive psychological capital, employee resilience, career calling, role overload, career adaptability.

JEL classification: D23, J24, M12.

Introduction

Positive psychology is a well-known field of research focusing on human strengths, well-being, and optimal functioning (Shao *et al.*, 2020). Researchers attempted to translate principles and concepts of positive psychology to various fields, such as career development, in this respect (Lomas *et al.*, 2021; Al Khazraje, Sideeq, 2024). It is important to understand the causes and determinants of work experiences to foster individuals' professional achievement and overall well-being (Bulińska-Stangrecka, Bagieńska, 2021). In the interdisciplinarity of careers, constructive relationships, psychological resources, and coping styles have been cited as essential determinants (Saeed *et al.*, 2022; El Ammar *et al.*, 2023; Androniceanu, Lazăr, 2024).

Several authors have addressed the intersection of positive psychology and careers, with valuable new insight into the interplay between positive psychological capital, employee resilience, well-being and professional success (Li, 2018; Elshaer *et al.*, 2024). Positive psychological capital, including such factors as self-efficacy, hope, optimism, and employee resilience, is a key determinant of how to stimulate employees' performance and well-being in the workplace (Lyons *et al.*, 2015). In addition, Mazzetti *et al.* (2016) and Lyons *et al.* (2015) conducted a study that revealed the influence of professional calling and its very positive correlation with job satisfaction and engagement.

While the industry has evolved, there are gaps in its coverage. Secondly, limited research has been carried out on the employee resilience component as a moderator of the positive psychological capital-job adaptability relationship (Shahid *et al.*, 2023). While individual studies on such characteristics have been carried out, how they interact and, perhaps, have a combined impact on career success must be examined further. Second, little is known about the impact of career calling and job overload on the positive psychological capital-calling adaptability relationship (Chen, Zhang, 2023). How individual differences, such as professional calling, can enhance or impede the impact of positive psychological capital on career adaptability is an area where more research is needed (Bouzari, Safavi, 2021). In addition, the work demand and role overload contribute to the development of individuals' career adaptability.

Considering the above-stated shortcomings, this study aims to explore the role of positive psychological capital, employee resilience, calling, and overload in work predicting career adaptability in employees of Pakistani multinational firms. This study attempts to examine the mediating role of employee resilience between job adaptability and positive psychological capital. Apart from that, it attempts to examine the impact of career calling and job overload on the relationship between positive psychological capital and career adaptability. This study will provide an extensive overview of determinants of adaptive behaviours and employees' happiness within the framework of their workplaces by achieving these aims. The study was conducted among employees of a Pakistani multinational corporation. Due to their vast workforce,

many career opportunities, and the cross-cultural and international nature of their operations, multinational corporations offer a special setting. Career adaptation in this setting offers greater insight into the expression of positive psychological traits with professional experience in an international and culturally diverse setting.

The theory of this research is career construction theory (Coetzee *et al.*, 2023). People build their careers through their interactions with their environment and social world, according to the research (Sun *et al.*, 2023). Individual and environmental factors that influence people's career construction process are positive psychological capital, employee resilience, professional calling, and role overload (Safavi, Bouzari, 2019). In this theoretical model, career adaptability is a key outcome variable that measures the capacity of individuals to adjust and successfully change occupations. In this research, career construction theory is used to investigate how positive psychological factors and situational variables affect career adaptability and shed new light on how psychological assets interact with work experience.

1. Literature Review

Positive Psychological Capital

PsyCap (Positive Psychological Capital) is a theory of psychological resources that encompasses four main dimensions: employee resilience, self-efficacy, hope, and optimism (Lomas *et al.*, 2021). Self-efficacy of a person is the extent to which s/he has faith in undertaking certain behaviours and achieving desired results (Shao *et al.*, 2020). The ability to have faith in oneself has been associated with higher professional interest, goal orientation, and persistence (Bulińska-Stangrecka, Bagieńska, 2021). Resilience, or the ability to rebound from hardships and progress successfully, is another fundamental aspect of person-centred care (Li, 2018; Lyons *et al.*, 2015). Resilient staff are also more adaptable in the workplace because they are better equipped to navigate career transitions, resist pressure, and maintain performance regardless of the adversity (Lyons *et al.*, 2015).

As a part of PPC, hope is one's positive outlook and desire to achieve one's goals. Optimists regarding their careers are likely to exhibit proactive behaviour, set challenging career goals, and possess other notions of success, especially in difficult circumstances (Shao *et al.*, 2020). The fourth factor of PPC is optimism, which is a positive attributional style for explaining life events (Saeed *et al.*, 2022). Optimists attribute failures as external and time-bound, and success as internal and stable. Optimism creates a positive attitude, enhances employee resilience, and creates career exploration and career advancement in career contexts. (Lomas *et al.*, 2021)

Numerous studies have concluded that PPC has a very positive influence on numerous career outcomes, including job satisfaction, engagement, performance, and flexibility (Bulińska-Stangrecka, Bagieńska, 2021; El Ammar *et al.*, 2024; Androniceanu, 2024, 2025). Individuals who perform better on PPC are more likely to accept workplace changes and also to be flexible with shifting opportunities and employment restrictions.

Employee Resilience

Resilience of employees is a multi-dimensional concept related to the ability of a person to handle stress, life adversity, and major life difficulties well (McKenna *et al.*, 2022). Employee resilience in this study serves as a moderator of excellent psychological capital and job adaptability. Individual resilience is the coping ability of an individual with stress and problems in his/her personal and professional domains

(Shahid *et al.*, 2023). Workers with strong personal resilience are better able to manage the uncertainties in their job, maintain a good temperament when the going gets tough, and keep aiming for career goals (Fadhli *et al.*, 2022).

Community resilience is the capacity of an individual to adapt and manage stressors in a larger organisational or community context (Scherzer *et al.*, 2019). Community resilience is highly significant in shaping employees' capacity to adapt to different work environments and demands in MNCs when workers are subjected to different cultural, social, and economic issues (Ahmed *et al.*, 2024; Fadhli *et al.*, 2022). Based on research, employee resilience is a primary driver of regulating the relationship between professional resilience and positive psychological capital (Scherzer *et al.*, 2019). Employee resilience serves as a buffer for the negative influence of pressures and helps individuals make successful transitions to new careers and adapt to new opportunities.

Career Adaptability

Career flexibility is among the most significant theories in career research because it involves one's capacity to adjust to changes in their job, explore many career alternatives, and take charge of shaping one's professional development (Rivera *et al.*, 2021). In this research, four dimensions of professional flexibility are measured: concern, control, curiosity, and confidence (Chen, Zhang, 2023). Concern illustrates an individual's realisation of the importance of career planning and the identification of potential difficulties and obstacles in the process (Bouzari, Safavi, 2021). High concern indicates individuals will tend to plan their careers in the future and take some initiative to clarify any ambiguity within the organisation (Chen, Zhang, 2023). Control refers to the feeling of being able to exert influence and have control over an employee in their profession in making decisions and their outcome (Rivera *et al.*, 2021). An employee with high control feels that they are more active with respect to making progress on the job, which explains acceptance of a change of career when the need arises and to furthering career aspirations through initiatives (Chen *et al.*, 2020). Curiosity is a measure of one's willingness to obtain new career opportunities and remain receptive to learning and skill development (Chen, Zhang, 2023).

Curious people are likely to seek new experiences, learn, and adopt new challenges in the workplace. Confidence is faith in one's ability to effectively carry out career-related duties and matters (Bouzari, Safavi, 2021). Having high self-confidence in one's talent and abilities enhances job exploration, risk-taking, and flexibility, allowing one to approach career transitions with confidence (Chen, Zhang, 2023). Numerous studies have highlighted the significance of job adaptability in supporting successful career development and transfer (Chen *et al.*, 2020; Rivera *et al.*, 2021). Career-adaptable individuals can make knowledge-informed and well-planned career decisions, adjust to labour market changes, and take advantage of opportunities for personal and professional development.

Career Calling

A well-thought-out and purposeful view of a person's career as a calling or responding to their life calling is known as a career calling (Afsar *et al.*, 2019). Individuals who perceive work as a calling experience strong passion, inbuilt motivation, and career congruence with their core values and identity (Lee *et al.*, 2022; Plaikner *et al.*, 2023). Career calling regulates the intensity and quality of the relationship among positive psychological capital, employee resilience, and career adaptability as a mediator (Parola *et al.*, 2023). Workers with a greater work calling have more positive psychological capital and employee

resilience since career decisions are determined by purpose and job satisfaction (Afsar *et al.*, 2019). Such powerful work calling increases the effect of PPC and employee resilience on adaptability in their career, thus improving adaptability and proactive career behaviours. People without a clear job calling, however, might not enjoy as much benefit from positive psychological capital and employee resilience (Parola *et al.*, 2023). Possessing a sense of calling can be an inspirational force to compel a person to choose a career that aligns with their sense of calling and to enhance their ability to solve work problems (Lee *et al.*, 2022).

Role Overload

The feeling of bearing too many duties and responsibilities in the workplace and in life is known as role overload (Dodanwala *et al.*, 2022). Role overload is a moderator variable in the present study, which affects the interaction among positive psychological capital, employee resilience, and career adaptability (Jeon *et al.*, 2022). The employees with role overload may struggle to advance their careers because their workloads are too heavy. Role overload can undermine the role of employee resilience and positive psychological capital in job adaptability (Vasudevan, Suganthi, 2023). Excessive stress and fatigue resulting from role overload may undermine an individual's ability to take proactive professional behaviours, explore career choices, and successfully adapt to career transition (Ko *et al.*, 2022).

Individuals with lower levels of role overload, however, can enjoy the full potential of positive psychological capital and employee resilience in promoting career adaptability (Ugwu, 2022). Without being overwhelmed by increasing demands, they can potentially utilise their psychological resources to the fullest and efficiently deal with work hindrances (Ko *et al.*, 2022). Lastly, the aim of this research is to examine the intricate relationship between positive psychological capital, employee resilience, career calling, role overload, and career adaptability in the context of multinational companies in Pakistan. The proposed research will provide valuable insights into the characteristics that result in a prosperous career despite adversity and uncertainty in the contemporary workplace. This research will have real-world implications for enhancing the career adaptability of staff and success in the international business world by examining employee resilience as a mediator and career calling and role overload as moderators.

Theory and hypotheses development: Career Construction Theory

Mark Savickas' Career Construction Theory is a significant theoretical approach in careers that highlights the dynamic and personalised nature of career growth (Coetzee *et al.*, 2023). According to the concept, people build their careers through making sense of their life events, values, and personal characteristics (Safavi, Bouzari, 2019). It emphasises the significance of self-concept and how people establish meaning and purpose in their careers. Job flexibility is a significant component of this theory, meaning an individual's ability to adapt to job changes, explore various career options, and make flexible career choices. Several psychological resources form the basis of job flexibility, and Positive Psychological Capital (PPC) is one significant resource in defining individuals' career flexibility (Sun *et al.*, 2023). PPC also incorporates positive psychological factors such as employees' self-efficacy, hope, optimism, and resilience, all of which are critical in helping individuals cope and flourish at work (Coetzee *et al.*, 2023). This study employs the Career Construction Theory to describe the dynamic process of career development and to examine the interaction between PPC, employee resilience, career calling, and role overload in predicting individuals' career adaptability in the context of multinational companies in Pakistan.

Hypotheses Development

From this hypothesis, higher levels of positive psychological capital (PPC) are likely to be associated with higher career adaptability. With PPC comprising elements like self-efficacy, hope, optimism, and employee resilience, a higher PPC would mean higher levels of optimism and proactivity regarding one's career (Lomas *et al.*, 2021; Shao *et al.*, 2020). They are also more likely to seek adaptive actions such as vocational exploration, the formation of career-oriented high-end goals, and effective coping through career transitions (Baluku *et al.*, 2021).

H1. Positive psychological capital significantly influences career adaptability.

According to this hypothesis, PPC positively influences the resilience of one's community employees, which is their ability to cope with organisational or community environmental stressors (McKenna *et al.*, 2022). Individuals with higher PPC feel more empowered in the workplace, leading to improved coping mechanisms and community resilience of employees (Scherzer *et al.*, 2019). They are more likely to ask and offer social support, leading to a more robust workplace community.

H2. Positive psychological capital significantly influences the employee's community resilience.

According to this concept, PPC positively contributes to the individual's coping resources and approaches, known as the individual's resilience. Individuals with higher PPC are more likely to develop individual resilience among employees, making them bounce back from failures and effectively manage personal stresses concerning their work since PPC creates a positive attitude, hope, and self-efficacy (Fadhli *et al.*, 2022).

H3. Positive psychological capital significantly influences the employee's individual resilience.

This hypothesis suggests that PPC has a positive effect on the overall resilience of an individual, considering both individual and community resilience (Fadhli *et al.*, 2022). People with greater PPC are expected to exhibit greater overall resilience, enhancing their capacity to adapt and thrive in their careers, since PPC involves psychological resources that aid in resilience in various situations (McKenna *et al.*, 2022).

H4. Positive psychological capital significantly influences the overall employee's resilience.

This hypothesis examines the mediator role of employee resilience in the relationship between PPC and career adaptability. It suggests that employee resilience acts as an intermediary process through which PPC affects career adaptability (Chen, Zhang, 2023). Higher PPC individuals are more likely to be resilient, which promotes their professional adaptability, such as proactive career behaviours, successful career transfers, and career progress (Bouzari, Safavi, 2021).

H5. Employee resilience significantly influences career adaptability.

H6. Employee resilience significantly mediates the relationship between positive psychological capital and career adaptability.

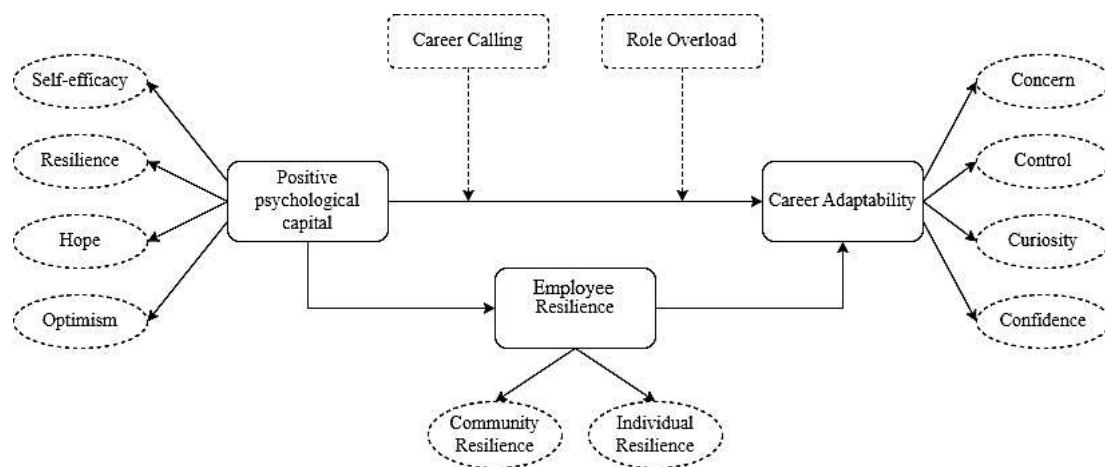
This hypothesis tests the moderator function of career calling in the relationship between PPC and career adaptability. Career calling is illustrated by a person's experience of his/her work as a sense of vocation (Lee *et al.*, 2022). It is hypothesised that those with a high job calling sense are more likely to benefit from PPC in terms of career adaptability. An excellent career calling may enhance the motivational aspect of

PPC, propelling individuals towards adaptive career decisions aligned with their sense of purpose and fulfilment (Parola *et al.*, 2023).

H7. Career calling significantly moderates the relationship between positive psychological capital and career adaptability.

This hypothesis tests the role of role overload as a mediator between PPC and career adaptability (see Figure 1). The perception that one has too many duties and responsibilities in the workplace and in life is referred to as role overload (Vasudevan, Suganthi, 2023). It is believed that people who experience role overload are likely to possess a weaker link between PPC and career adaptability (Ko *et al.*, 2022). Role overload can reduce the positive effect of PPC on career adaptability through the inhibition of individuals' ability to engage in proactive career behaviour and adjust properly to career transition (Ugwu, 2022).

H8. Role overload significantly moderates the relationship between positive psychological capital and career adaptability.



Source: created by the authors.

Figure 1. Conceptual Model

Figure 1 represents a conceptual model of the study.

2. Method

A cross-sectional research design was utilised to investigate the roles of positive psychological capital, employees' resilience, career calling, and job overload in explaining employees' career adaptability in Pakistan's multinational corporations. Participants were 287 employees working in various multinational companies across different industries in Pakistan. Personal acquaintance and word of mouth reference within MNCs were utilised as a convenience sampling method to gather the participants. All the participants were employed full-time in various job roles and phases of their careers. Data were collected using a self-administered questionnaire. Participants were emailed or mailed the questionnaire. Response was voluntary, and the responses were kept confidential. Researchers asked the participants to answer the questionnaire truthfully and asked them to provide quality answers. Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to analyse the data. PLS-SEM is a strong statistical approach for examining complex interactions among variables and hypothesising multiple hypotheses (Ahmed *et al.*, 2024). As it allows one to test structural as well as measurement models, it is the most

suitable substitute for this research, which is all about the mediating and moderating roles of different variables.

To ensure the validity and dependability of the measures, scales for variables applied in the study were borrowed from previous research. The 12-item psychological capital questionnaire (PCQ) constructed by Kamei *et al.* (2018) was borrowed to assess positive psychological capital. The scale was based on 12 items with four dimensions, which included self-efficacy, optimism, hope and employee resilience. The employee resilience items (3 questions) were eliminated because of loading issues with the employee general resilience items, since the variables are taking place independently in this study. Rivera *et al.* (2021) applied a 10-item scale to measure employee resilience (individual resilience items included 5, and community resilience included five items). Wen *et al.*'s (2022) scale was used to assess career adaptability. The 12-item scale with four dimensions, i.e., concern, control, curiosity, and confidence (three items each), was used. Wen *et al.* (2022) study adapted a four-item scale of career calling. The modified six-item scale of role overload developed from earlier research (Thiagarajan *et al.*, 2006) was employed to assess role overload.

Data collection was conducted from May to June 2023. This period gives participants enough time to complete the survey. Despite multiple reminders having been sent to them. The research protected participant privacy and ethics. Participants provided informed consent and were guaranteed that their participation was voluntary and would not impact their work. The research complied with human subjects' research ethics. The limitations of the study should be noted. To begin with, the convenience sampling can restrict the generalizability of findings to a broader population of workers in Pakistan-based MNCs. Next, since data are self-reported, they might be susceptible to common method bias. Withstanding these weaknesses, the conclusions from the research serve to support work on positive psychology and career development in contributing toward understanding influences affecting career adaptability among the staff of MNCs within Pakistan.

3. Results

Table 1 presents the statistics of Cronbach's Alpha for all the variables under study. Cronbach's Alpha scores indicate the internal consistency and reliability of the scales in measuring each construct. A Cronbach's Alpha score close to 1 indicates a greater degree of internal consistency, which means that the items on each scale are strongly related and measure the same underlying construct. Cronbach's Alpha for Career Adaptability was 0.843, which reflects that this measure is of satisfactory internal consistency reliability. Cronbach's Alpha for the Career Calling scale was 0.856, reflecting satisfactory internal consistency in measuring people's perception of their career as a calling. With a Cronbach's Alpha of 0.886, the employees' Community Resilience scale, which reflects an individual's capacity to deal with stressors in a broader organisational or community setting, had high internal consistency. The Cronbach's Alpha values for the sub-dimensions of Career Adaptability were Concern (0.768), Confidence (0.710), Control (0.762), and Curiosity (0.707). These values suggest that all sub-dimensions of Career Adaptability have good to acceptable internal consistency (Ahmed *et al.*, 2024).

Positive Psychological Capital subscales like Hope (0.836) and Optimism (0.703) showed high internal consistency reliability. Individual Resilience as a measure of an individual's internal coping capability also showed a good Cronbach's Alpha of 0.918, which ensures high internal consistency. Self-efficacy, being a part of Positive Psychological Capital, showed a Cronbach's Alpha of 0.849, which means the scale has superb internal consistency. With a Cronbach's Alpha of 0.934, the general resilience,

Human Capital, Entrepreneurial Dynamics, and Consumer Behavior as Investment in Human Development

encompassing both individual and group resilience, showed good internal consistency. Positive Psychological Capital overall had a Cronbach's Alpha of 0.849, showing excellent internal consistency. Lastly, with a Cronbach's Alpha of 0.887, Role Overload, the perception of having too many demands and responsibilities, showed a good internal consistency.

Table 1. Statistics of Cronbach's Alpha

	Cronbach's Alpha
Career Adaptability	0.843
Career Calling	0.856
Self-Efficacy	0.849
Employee Community Resilience	0.886
Concern	0.768
Confidence	0.710
Control	0.762
Curiosity	0.707
Hope	0.836
Employee Individual Resilience	0.918
Optimism	0.703
Employee Overall Resilience	0.934
Positive Psychological Capital	0.849
Role Overload	0.887

Source: created by the authors.

Overall, the Cronbach's Alpha coefficients for all the scales within this study reflect adequate to superb internal consistency, providing confidence in the reliability of the measurement. These results enhance the validity and strength of the study, as well as the quality of data analysis and inferences.

Table 2 shows the reliability figures for the variables used in the study, i.e., Composite Reliability and Average Variance Extracted (AVE). The statistics measure the reliability and convergent validity of the measurement model for each factor. Role Overload is indicated by five items (Ro1 to Ro5). The Role Overload Composite Reliability is 0.916, demonstrating high internal consistency. The average variance extracted (AVE) is 0.687, indicating convergent validity. Career Calling consists of four factors (Cc1 to Cc4). Career Calling has a Composite Reliability of 0.904, indicating high internal consistency. The average value (AVE) is 0.705, indicating convergent validity.

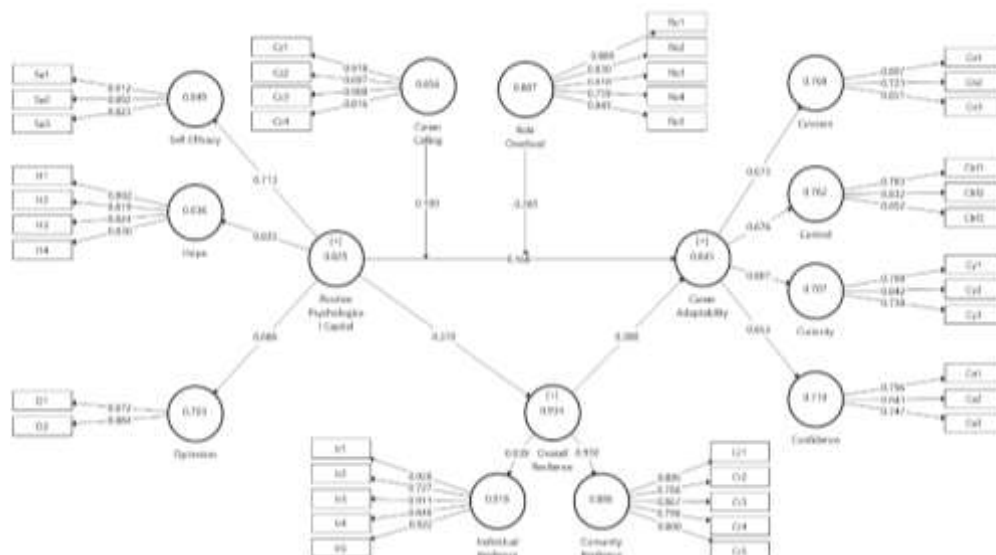
Table 2. Reliability Statistics of the Variables

	Factor	Original Sample	Composite Reliability	Average Extracted	Variance
Career Adaptability	Role Overload	Ro1	0.889	0.916	0.687
		Ro2	0.830		
		Ro3	0.818		
		Ro4	0.759		
		Ro5	0.843		
	Career Calling	Cc1	0.918	0.904	0.705
		Cc2	0.697		
		Cc3	0.908		
		Cc4	0.816		
	Confidence	Ce1	0.796	0.875	0.512
		Ce2	0.844	0.838	0.634

Table 2 (continuation). Reliability Statistics of the Variables

Positive Capital	Psychological Employee Overall Resilience	Concern	Ce3	0.747		
			Cn1	0.897	0.865	0.684
			Cn2	0.723		
		Control	Cn3	0.851		
			Ctrl1	0.783	0.863	0.677
			Ctrl2	0.832		
			Ctrl3	0.852		
		Curiosity	Cy1	0.799	0.836	0.631
			Cy2	0.842		
			Cy3	0.738		
	Employee Resilience	Community	Cr1	0.895	0.945 0.917	0.632 0.689
			Cr2	0.786		
			Cr3	0.867		
			Cr4	0.796		
			Cr5	0.800		
		Individual	Ir1	0.928	0.939	0.758
			Ir2	0.727		
			Ir3	0.911		
			Ir4	0.848		
			Ir5	0.922		
	Hope		H1	0.809	0.878 0.891	0.528 0.671
			H2	0.825		
			H3	0.817		
			H4	0.825		
	Optimism		O1	0.875	0.871	0.771
			O2	0.881		
	Self-Efficacy		Se1	0.911	0.908	0.768
			Se2	0.892		
			Se3	0.824		

Source: created by the authors.



Source: created by the authors.

Figure 2. Measurement Model

The dependent variable is Career Adaptability, which consists of four sub-dimensions: Confidence, Concern, Control, and Curiosity. The Career Adaptability Composite Reliability is 0.875, reflecting high internal consistency (*Figure 2*). But the AVE for Career Adaptability is 0.512, which is below the threshold of 0.5, reflecting that its validity requires further assessment. Overall, Resilience has 0.945 Composite Reliability, reflecting good internal consistency. The AVE is 0.632, reflecting convergent validity. Community Resilience has five dimensions (Cr1 to Cr5). Composite Reliability of Community Resilience is 0.917, reflecting strong internal consistency. AVE = 0.689, meaning that the model is convergent. Individual Resilience consists of five dimensions (Ir1 to Ir5). Individual Resilience measures have a Composite Reliability of 0.939, implying high internal consistency. AVE = 0.758, reflecting convergent validity.

Positive Psychological Capital is the independent variable and includes three sub-dimensions of hope, optimism, and self-efficacy. Positive Psychological Capital's Composite Reliability measures 0.878, revealing high internal consistency. Nevertheless, the AVE for Positive Psychological Capital is 0.528, slightly lower than the optimal threshold of 0.5, indicating a need for further research. Hope is defined by four dimensions (H1–H4). Hope comprises 0.891 Composite Reliability, implying high internal consistency. AVE is 0.671, implying convergent validity. Optimism consists of two dimensions (O1 and O2). Optimism has a Composite Reliability of 0.871, implying high internal consistency. The average value (AVE) is 0.771, implying convergent validity. Self-efficacy consists of three dimensions (Se1 to Se3). Self-Efficacy Composite Reliability is 0.908, implying strong internal consistency. AVE is 0.768, which shows convergent validity.

Generally, the reliability statistics indicate that most of the scales possess excellent internal consistency, while many of the variables have adequate convergent validity. Nonetheless, the AVE for Positive Psychological Capital and Career Adaptability is marginally below the needed threshold, and it implies that these constructs need additional exploration and development. The general reliability and convergent validity of the measurement model confirm the stability of the study's results and interpretations.

Table 3 presents the result of the Fornell-Larcker Criterion and the square root of the Average Variance Extracted (AVE) for each construct (diagonal values) and between the constructs (off-diagonal values). The Fornell-Larcker Criterion is utilised to test the discriminant validity of the measurement model, such that each concept remains distinct and non-overlapping.

The diagonal values for every construct represent the square root of the AVE and quantify the variance explained by the indicators of the construct. The figures on the diagonal show the percentage of variance in the items measured due to the underlying construct. All the diagonal values are larger than their respective off-diagonal values, thus proving that each construct's AVE is larger than its common variance with other constructs, thereby demonstrating discriminant validity. The off-diagonal values are construct correlations. To ascertain discriminant validity, each correlation is cross-referenced with the respective diagonal values. If the correlation between two items is lower than the square root of their corresponding AVEs, it signifies that the constructs are more heterogeneous within themselves compared to one another, confirming discriminant validity. In total, the Fornell-Larcker Criterion results show that the constructs of the measurement model possess sufficient discriminant validity. Each construct is differentiated sufficiently and does not vary significantly from other constructs. This finding validates the measurement model, providing assurance of the accuracy of the relationships examined in the study.

Table 3. Fornell-Larcker Criterion

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Career	0.610													
Adaptability														
Career Calling	0.483	0.840												
Employee	0.578	0.700	0.830											
Community														
Resilience														
Concern	0.673	0.426	0.606	0.827										
Confidence	0.853	0.393	0.456	0.555	0.796									
Control	0.676	0.365	0.341	0.240	0.331	0.823								
Curiosity	0.807	0.281	0.352	0.261	0.648	0.498	0.794							
Hope	0.555	0.371	0.369	0.258	0.298	0.773	0.367	0.819						
Employee	0.467	0.938	0.747	0.397	0.357	0.370	0.291	0.371	0.870					
Individual														
Resilience														
Optimism	0.163	0.218	0.188	0.018	0.128	0.166	0.175	0.371	0.219	0.878				
Employee	0.558	0.880	0.930	0.534	0.434	0.381	0.343	0.397	0.939	0.219	0.795			
Overall														
Resilience														
PsyCap	0.444	0.336	0.339	0.172	0.262	0.589	0.330	0.835	0.351	0.686	0.370	0.647		
Role Overload	0.297	0.325	0.328	0.117	0.300	0.226	0.243	0.233	0.387	0.222	0.383	0.465	0.829	
Self-Efficacy	0.145	0.116	0.146	0.025	0.103	0.173	0.134	0.300	0.151	0.407	0.159	0.713	0.625	0.876

Source: created by the authors.

In PLS-SEM analysis, the Heterotrait-Monotrait (HTMT) Criterion is employed to determine the discriminant validity of the structural model. *Table 4* shows the results. HTMT values are used to determine the discriminant validity, where heterotrait-heteromethod correlation between the constructs is represented by the values and compared against a threshold value (e.g., 0.85). Every value in the Table is the HTMT correlation between two distinct constructions. The HTMT Criterion examines if correlations between constructs are significantly lower than correlations between items that are measuring the same construct (monotrait-heteromethod correlations). When the HTMT values are below the cut-off (usually 0.85), then the constructs possess a higher level of discriminant validity. For Career Calling and Career Adaptability, the HTMT value in *Table 4* is 0.654, which is below the cut-off, indicating high discriminant validity. Likewise, the HTMT score for Overall Resilience and Career Adaptability is 0.638, which shows adequate discriminant validity. Positive Psychological Capital and Career Calling have an HTMT score of 0.533, Role Overload and Career Calling have an HTMT score of 0.589, and Role Overload and Positive Psychological Capital have an HTMT score of 0.479, all of which are below the cut-off, showing that these constructs possess discriminant validity.

Table 4. HTMT Criterion

	1	2	3	4	5
Career Adaptability					
Career Calling	0.654				
Employee Overall Resilience	0.638	0.582			
Positive Psychological Capital	0.533	0.498	0.412		
Role Overload	0.349	0.589	0.328	0.479	

Source: created by the authors.

Overall, the results of the HTMT Criterion show that the structural model has adequate discriminant validity, as the correlations between various constructs are much lower than the correlations between

items measuring the same construct. This finding supports the validity of the study's structural model, offering assurance in the distinctness of the links between the constructs investigated in the study.

The model fit statistics presented in *Table 5* reveal the structural model's effectiveness in explaining and predicting the interrelationships among the variables in the study. The Q2 predict value of 0.457 reveals that the model explains approximately 45.7% of the variance in the dependent variables, revealing that it is predictive. In addition, the precision of the model in predicting the observed values of the dependent variables is proven by the small values of RMSE (0.054) and MAE (0.083). The results suggest that the structural model can assist employees working in multinational companies in Pakistan to comprehend the relationship between positive psychological capital, employee resilience, career calling, role overload, and career adaptability. Researchers can, nonetheless, assess the goodness of fit of the model further using other fit indices to establish its validity and stability in dealing with the intricacy of career development and workplace positive psychology.

Table 5. Model-fitness

Q ² predict	RMSE	MAE
0.457	0.054	0.083

Source: created by the authors.

The R-statistics in *Table 6* in this research yield valuable information about the explanatory strength of the regression model for the variables of concern. The R Square statistics, in particular, provide information about the percentage of variance in the dependent variables that is explained by the independent variables of the model. The first key finding has an R-squared statistic of 0.461 and pertains to Career Adaptability. This means that the predictors of the model, i.e., positive psychological capital, employee resilience, career calling, and role overload, can potentially explain around 46.1% of the variance in Career Adaptability in employees of multinational companies in Pakistan. The large R Square value indicates that the model possesses moderate explanatory power to explain Career Adaptability variances. This research is important as it highlights the influence of positive psychological resources, career calling, and role overload in shaping people's adaptability and proactivity in career management.

The second crucial finding is that Overall Resilience has a value of R Square equal to 0.137. That implies that predictors from the model, such as community resilience and individual resilience, can account for about 13.7% of Overall Resilience variability. Though smaller than that of Career Adaptability, this R Square score does offer some insightful information on what factors determine the overall ability of people to adapt to stressors and barriers. The capacity of the model to explain Overall Resilience supports the necessity of individual as well as community resilience in the process of developing a resilient workplace for multinational firms. It is also important to note that, as important as R Square values are, they do not measure all of the variation in the dependent variables. There are possibly other unmeasured factors contributing to Career Adaptability and Overall Resilience, and further research may investigate other variables to enhance the explanatory power of the model. Nonetheless, the findings in *Table 6* add to our understanding of career development, positive psychology, and resilience in the context of multinational firms in Pakistan. The study's findings emphasise the necessity of developing positive psychological resources and resilience to help individuals navigate their careers in the dynamic and diverse landscape of international firms.

Table 6. R-Statistics

Variable	R Square
Career Adaptability	0.461
Overall Resilience	0.137

Source: created by the authors.

F-statistics presented in *Table 7* provide valuable information regarding the significance of the predictor factors of the study. Our analysis of the F-statistics indicates that Career Adaptability is highly related to Individual Resilience, Self-Efficacy, Individual Confidence, and Curiosity, but not career adaptability with role overload, hope, optimism, general resilience, or community resilience. F-values less than one, conversely, indicate that Career Calling does not show any statistically significant relationship with any other variable in the model.

With F-values of 6.423 and 7.426, respectively, we observe significant relationships between Community Resilience, Individual Resilience and Overall Resilience. F-values less than 1, however, show that there is no relationship between overall resilience and career adaptability, concern, confidence, control, curiosity, hope, optimism, positive psychological capital, and self-efficacy. With F-values of 2.310, 0.888, 1.037, and 0.159, respectively, we find substantial correlations between Positive Psychological Capital and Curiosity, Hope, Individual Resilience, and Self-Efficacy. F-values less than 1 mean that there is no substantial correlation between Positive Psychological Capital and Role Overload, Community Resilience, Concern, Confidence, Control, or Overall Resilience.

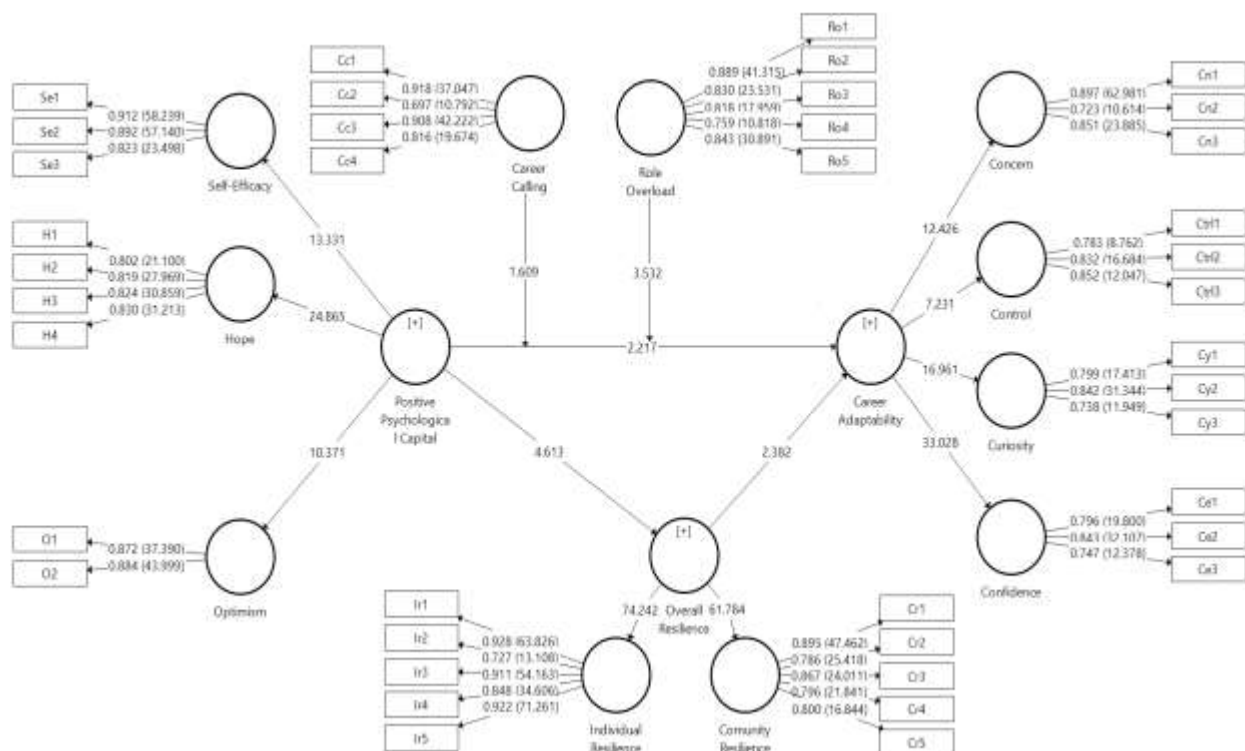
Table 7. F-Statistics

	Career Adaptability	Employee Community Resilience	Concern	Confidence	Control	Curiosity	Hope	Employee Individual Resilience	Optimism	Employee Overall Resilience	Self-Efficacy
Career Adaptability			0.828	2.681	0.842	1.870					
Career Calling	0.146										
Employee Overall Resilience	0.055	6.423						7.426			
Positive Psychological Capital	0.034						2.310		0.888	0.159	1.037
Role Overload	0.008										

Source: created by the authors.

Last, since all the F-values are less than 1, Role Overload is not shown to have any statistically significant relation with any of the other variables in the model. The strength of some predictor variables in determining the variance of the dependent variables is brought into perspective by the F-statistic. It is interesting to note that Individual Resilience stands out as a strong predictor for both Career Adaptability and Overall Resilience, which underscores its importance in shaping individuals' adaptive career behaviours and overall coping abilities. The findings in *Table 7* assist us in comprehending the relationship between the variables in the study and provide a foundation for further research into these complex dynamics in the context of career development and positive psychology for workers in multinational corporations. To gain an in-depth understanding of how the study variables interact with each other, it is essential to analyse these results in combination with other statistical indicators and theoretical observations.

The findings yield important statistical observations regarding hypotheses explored in research. First, data indicate a significant influence positive psychological capital has on occupational adaptability, attested by the existence of a T-statistic measure of 2.217, together with its associated P-value measure of 0.013. This represents an important and positive correlation that suggests a remarkable ability of one's positive psychological capital to enable superior adaptability while flourishing in a working career. Second, positive psychological capital has a significant influence on community and individual resilience (T-statistic of 4.513 and 4.569, respectively, P-values of 0.000). The results show the significance of positive psychological capital in constructing community and individual resilience and facilitating workplace coping and adaptation (*Figure 3*).



Source: created by the authors.

Figure 3. Structural Model

Third, with the T-statistic value of 4.613 and P-value 0.000, positive psychological capital has a significant impact on resilience. This indicates that holding a positive view of life will greatly enhance the overall resilience of an individual to heal faster from obstacles and challenges. In addition, the research ascertained that resilience has a significant impact on professional adaptability (T-statistic value of 2.382, P-value of 0.009). This result highlights the paramount significance of resilience in a person's ability to cope and adapt to the constantly changing demands of their career. In addition, with a T-statistic of 2.092 and a P-value of 0.018, this study identifies that resilience significantly mediates the relationship between positive psychological capital and career adaptability. This suggests that the mediating function of resilience explains the positive impact of positive psychological capital on career adaptability.

Additionally, with the T-statistic value being 3.532 and the P-value being 0.000, it is established that career calling serves as a strong moderator between career adaptability and positive psychological capital. This suggests that the effect of positive psychological capital on career adaptability is contingent upon one's sense of career calling, which means individuals who strongly identify with their career may have a tighter connection between positive psychological capital and adaptability. Lastly, the research discovered that role overload mediates the relationship between positive psychological capital and career adaptability, though only to some extent, since the P-value (0.054) is a bit greater than the conventional significance level (*Table 8*). This indicates that the effect of positive psychological capital on work adaptability may vary with the level of an individual's role overload.

Table 8. Path Analysis Statistics

	Original Sample	Standard Deviation	T Statistics	P Values
H1	0.168	0.076	2.217	0.013
H2	0.344	0.076	4.513	0.000
H3	0.347	0.076	4.569	0.000
H4	0.370	0.080	4.613	0.000
H5	0.380	0.159	2.382	0.009
H6	0.140	0.067	2.092	0.018
H7	-0.285	0.081	3.532	0.000
H8	0.100	0.062	1.609	0.054

Source: created by the authors.

Lastly, the outcome of the statistical analysis of the hypotheses provides important empirical evidence for the interaction between positive psychological capital, resilience, professional calling, and role overload in generating career adaptability in members of the study population. These results contribute to our knowledge of the complex interconnections between psychological resources and career outcomes, providing insights that can be applied to enhance organisational career development interventions and treatments.

4. Discussion

The present research investigates the interrelationship between employee resilience, professional calling, positive psychological capital, and role overload in shaping career flexibility among Pakistani employees working in multinational corporations. The findings of the present research contribute to positive psychology and employment development scholarship by investigating what meaningfully predicts people's ability to adapt to and thrive in their careers.

The very important influence of sound psychological capital on career adaptability is one of the study's central findings. This aligns with available research work in positive psychology, which has always highlighted positive influences of psychological strengths such as self-efficacy, hope, optimism, and employee resilience on numerous aspects of performance, including workplace performance. For example, research (Lomas *et al.*, 2021; Shao *et al.*, 2020) demonstrated how the occupational participation and productivity of employees can be enhanced by psychological capital. In addition, the results of the current study are consistent with previous studies by Baluku *et al.* (2021), who established a positive correlation between psychological capital and occupational flexibility among university students. Together, these results underscore the importance of developing positive psychological capital in promoting individuals' initiative and adaptability in managing their careers.

The substantial effect of positive psychological capital on employees' individual and group resilience is another highly important result of this study. This result is consistent with previous research that demonstrated how positive psychological resources could enhance employee resilience at individual and societal levels. During adversity and stress, for example, Ugwu (2022) reported positive emotions and psychological resources. Chamisa *et al.* (2020) similarly found the same in their study, where they concluded employees who worked in a health environment had improved employee resilience when they had positive psychological capital (Ahmed *et al.*, 2025). The findings of the present study contribute to this literature by extending the discussion on how employee resilience can be affected by positive psychological capital not only at an individual level but also in the context of a community or an organisation.

The findings of the research also accentuate the role of professional calling as a principal moderator in the positive psychological capital and career adaptability relationship. This finding aligns with previous studies that have determined professional calling as a purposeful and meaningful way of entering one's vocation, and it can be beneficial to many career outcomes. For instance, Lee *et al.* (2022) suggested that those participants who perceived themselves as more called to their occupation had greater scores of job satisfaction and work engagement (Hussain *et al.*, 2019). Besides, Parola *et al.*'s (2023) study reaffirmed the positive correlation between career calling and proactive professional behaviours. This research contributes to existing bodies of literature by portraying the way career calling accentuates the positive impact of positive psychological capital on career adaptability, as well as suggesting that individuals who identify more with their profession can be less prone to stress and more flexible in the face of workplace problems.

The research also finds that role overload exerts a small but significant moderating influence on the positive psychological capital-career adaptability relationship. While the moderating effect is very significantly different from zero, it is much smaller in magnitude compared to career calling. This is an interesting finding and is consistent with previous research that examined job demands and their influence on outcomes related to careers. For instance, Ten Rasheed *et al.* (2020) referenced that employees' career adaptability was significantly linked with high job demands. In the same manner, Di McKenna *et al.*'s (2022) research yielded the negative impact of job expectations on individuals' intention to alter their careers. The findings of this research add to the existing body of knowledge by illustrating how a specific job demand, role overload, can act as a moderator between positive psychological capital and career adaptability. It implies that high job demands may hinder individuals from adapting and flourishing in their professional lives despite positive psychological assets.

Accordingly, the present research provides empirical support to verify that positive psychological capital, employees' resilience, career calling, and role overload have a strong impact on employees' career adaptability in multinational companies in Pakistan. The present study bridges the knowledge gaps in positive psychology and career development research streams. The findings of this research are consistent with previous research that has highlighted the positive effects of psychological resources on career outcomes and the moderating effect of role overload and career calling.

Theoretical and Practical Implications

The findings of this research have some practical implications for organisations and human resource management. Firstly, the study highlights the importance of developing positive psychological capital among employees. These positive psychological resources, like employee resilience, hope, optimism,

and self-efficacy, can be cultivated by organisations through interventions and training. These interventions may be in the form of workshops, coaching, and employee development interventions to enhance employees' positive mindset and coping abilities, thereby enhancing their career adaptability and well-being. Secondly, the study stresses the development of a positive workplace that will evoke employee resilience. The following can be promoted by organisations through work-life balance, social support, and acknowledgement and reward for adversity: It increases job satisfaction, decreases turnover, and maximises employees' engagement (Hussain *et al.*, 2019), which is critical in the long run to organisational performance (Ahmed *et al.*, 2020). Additionally, it is evident in the findings that calling emerges as a moderator variable to influence the relationship between career adaptability and positive psychological capital. Organisations can utilise this by linking the careers of employees with their interests, hobbies, and objectives (Ahmed *et al.*, 2021). Motivating employees to pursue career paths aligned with their interests will result in higher motivation, job involvement, and flexibility. Theoretical contributions of this study are important to positive psychology and career development fields.

For a start, this research contributes to the current knowledge in positive psychological capital by presenting empirical support for its influence on career adaptability. The outcomes validate the theoretical underpinnings of positive psychology and the role it plays in the prediction of people's career behaviours and achievements (Bukhari *et al.*, 2020). Second, the research adds theoretical insight into employee resilience through the uncovering of its bifold role in mediating the positive psychological capital-professional flexibility relationship as well as influencing overall career adaptability. This broadening of the concept of employee resilience and its salience as a psychological mechanism for individuals' adaptability and adjustment to the requirements of their job further highlights the relevance of this research (Ahmed *et al.*, 2019). In addition, the study advances theoretical knowledge of professional calling and its moderating role in the relationship between positive psychological capital and career adaptability. Identification of this moderating role deepens our knowledge of how individual beliefs and identity combine with positive psychological resources to affect work outcomes. In general, the results of this research fill the gap between positive psychology and professional development models and offer an integrated model for describing factors that activate and build job experience. The results of the research develop theoretical and practical fields by potentially opening the way for carrying out more studies on positive psychological factors in the career field and providing the ground for future research on this issue.

Conclusions

In conclusion, the research sheds light on intricate relationships between positive psychological capital, professional calling, employee resilience, and role overload in shaping career flexibility among employees of Pakistani multinational corporations. The research contributes notably to positive psychology and job development research and provides significant insights into the factors that influence the capability of individuals to adapt and excel in their professions. Noteworthy is that the research points to the pivotal role of positive psychological capital in creating career adaptability, a development that is reminiscent of earlier findings that established the positive role played by psychological resources on organisational outcomes. Further, the study unmasks the pivotal role of positive psychological capital on individual and team resilience, stressing its broader implications for organisational well-being. The emergence of professional calling as a mediator between career calling and career adaptability sheds light on purposeful and meaningful approaches to one's career. The article also brings forth the aspect of overload in a job, although with a lesser impact than career calling. It shows how excessive demands in a

job can bar people from taking advantage of positive psychological resources for career adaptability. Overall, this empirical research has empirical proof of the core roles played by positive psychological capital, employee resilience, career calling, and role overload on career adaptability among Pakistani multinational corporation workers in enriching positive psychology and career development with equilibrated insights.

Literature

- Afsar, B., Umrani, W.A., Khan, A. (2019), „The impact of perceived calling on work outcomes in a nursing context: The role of career commitment and living one's calling“, *Journal of Applied Biobehavioral Research*, Vol. 24, No 1, e12154.
- Ahmed, R.R., Kyriakopoulos, G.L., Štreimikienė, D., Streimikis, J. (2021), „Drivers of Proactive Environmental Strategies: Evidence from the Pharmaceutical Industry of Asian Economies“, *Sustainability*, Vol. 13, No 16, 9479. <https://doi.org/10.3390/su13169479>, referred on 10/10/2025.
- Ahmed, R.R., Rampal, R., Štreimikienė, D., Streimikis, J. (2025), „Examining the Influence of Green HR Practices on Green Organizational Performance: Evidence from Pharmaceutical sector of Asian Economies“, *Inžinerine Ekonomik–Engineering Economics*, Vol. 36, No 1, pp.113–129. <https://doi.org/10.5755/j01.ee.36.1.37891>, referred on 10/10/2025.
- Ahmed, R.R., Štreimikienė, D., Berchtold, G., Vveinhardt, J., Channar, Z.A., Soomro, R.H. (2019), „Effectiveness of online digital media advertising as a strategic tool for building brand Sustainability: Evidence from FMCGs and Services sectors of Pakistan“, *Sustainability*, Vol. 11, No 12, 3436. <http://dxdoi.org/10.3390/su11123436>, referred on 10/10/2025.
- Ahmed, R.R., Štreimikienė, D., Streimikis, J., Siksnyte-Butkiene I. (2024), „A Comparative Analysis of Multivariate Approaches for Data Analysis in Management Sciences“, *E a M: Economie a Management*, Vol. 27, No 1, pp.192–210. <https://doi.org/10.15240/tul/001/2024-5-001>, referred on 10/10/2025.
- Ahmed, R.R., Vveinhardt, J., Warraich, U.A., Hasan, S.S.U., Baloch, A. (2020), „Customer Satisfaction & Loyalty and Organizational Complaint Handling: Economic Aspects of Business Operation of Airline Industry“, *Inžinerine Ekonomik–Engineering Economics*, Vol. 31, No 1, pp.114–125. <https://doi.org/10.5755/j01.ee.31.1.8290>, referred on 10/10/2025.
- Androniceanu, A., Lazăr, D. (2024), „Managing adults' participation in non-formal education programs in Romania“, *Polish Journal of Management Studies*, Vol. 30, No 2, pp.22-36. <https://doi.org/10.17512/pjms.2024.30.2.02>, referred on 10/10/2025.
- Androniceanu, M. (2025), „Efficiency and prediction in human resource management using Python modules“, *Theoretical and Empirical Researches in Urban Management*, Vol. 20, No 1, pp.88-103.
- Androniceanu, M. (2024), „The Alfresco platform, a viable and sustainable strategic option for document management“, *Management Research and Practice*, Vol. 16, No 1, pp.46-54.
- Baluku, M.M., Mugabi, E.N., Nansamba, J., Matagi, L., Onderi, P., Otto, K. (2021), „Psychological capital and career outcomes among final year university students: The mediating role of career engagement and perceived employability“, *International Journal of Applied Positive Psychology*, Vol. 6, pp.55-80.
- Bouzari, M., Safavi, H.P. (2021), „The association between servant leadership and lateness attitude: the mediation effects of career adaptability and job embeddedness“, *European Journal of Tourism Research*, Vol. 28, pp.1-24.
- Bukhari, F., Hussain, S., Ahmed, R.R., Streimkiene, D., Soomro, R.H., Channar, Z.A. (2020), „Motives and Role of Religiosity towards Consumer Purchase Behavior in Western Imported Food Products“, *Sustainability*, Vol. 12, No 1, 356. <https://doi.org/10.3390/su12010356>, referred on 10/10/2025.

- Bulińska-Stangrecka, H., Bagieńska, A. (2021), „The role of employee relations in shaping job satisfaction as an element promoting positive mental health at work in the era of COVID-19“, *International Journal of Environmental Research and Public Health*, Vol. 18, No 4, 1903.
- Chamisa, S.F., Mjoli, T.Q., Mhlanga, T.S. (2020), „Psychological capital and organisational citizenship behaviour in selected public hospitals in the Eastern Cape Province of South Africa“, *SA Journal of Human Resource Management*, Vol. 18, No 12.
- Chen, H., Fang, T., Liu, F., Pang, L., Wen, Y., Chen, S., Gu, X. (2020), „Career adaptability research: A literature review with scientific knowledge mapping in web of science“, *International Journal of Environmental Research and Public Health*, Vol. 17, No 16, 5986.
- Chen, J., Zhang, X. (2023), „The impact of career calling on higher vocational nursing students' learning engagement: The mediating roles of career adaptability and career commitment“, *Frontiers in Psychology*, Vol. 14, 1111842.
- Coetzee, M., Mbiko, H.N., Nel, E. (2023), „To what extent do career agility and psychological capital activate employees' career adaptability and foster their career resilience and career satisfaction?“, *South African Journal of Psychology*, 00812463231186271.
- Dodanwala, T.C., San Santoso, D., Shrestha, P. (2022), „The mediating role of work–family conflict on role overload and job stress linkage“, *Built Environment Project and Asset Management*, Vol. 12, No 6, pp.924-939.
- El Ammar, C., El Hajj, W., Mroueh, A. (2023), „DEMATEL analysis of corporate and public governance: identifying key factors for good governance“, *Administratie si Management Public*, Vol. 41, pp.107-124. <https://doi.org/10.24818/amp/2023.41-06>, referred on 10/10/2025.
- Elshaer, A.M., Khalifa, G.S.A., Ben Guirat, R., Bulatovic, I., El-Aidie, S.A.M., Marzouk, A.M. (2024), „Managing Stress and Building Resilience in Tourism and Hospitality Entrepreneurship: The Power of Psychological and Social Capital“, *Journal of Tourism and Services*, Vol. 15, No 28, pp.89-115. <https://doi.org/10.29036/jots.v15i28.601>, referred on 10/10/2025.
- Fadhli, T.N., Sauter, D.A., Doosje, B. (2022), „Adversity, emotion, and resilience among Syrian refugees in the Netherlands“, *BMC Psychology*, Vol. 10, No 1, 257.
- Hussain, S., Qazi, S., Ahmed, R. R., Vveinhardt, J., Štreimikienė, D. (2019). „Innovative user engagement and playfulness on adoption intentions of technological products: Evidence from SEM-based multivariate approach“, *Economic Research-Ekonomska Istraživanja*, Vol. 32, No 1, pp.555-577.
- Jeon, M.-K., Yoon, H., Yang, Y. (2022), „Emotional dissonance, job stress, and intrinsic motivation of married women working in call centers: The roles of work overload and work-family conflict“, *Administrative Sciences*, Vol. 12, No 1, 27.
- Kamei, H., Ferreira, M.C., Valentini, F., Peres, M.F.P., Kamei, P.T., Damásio, B.F. (2018), „Psychological capital questionnaire-short version (PCQ-12): Evidence of validity of the Brazilian version“, *Psico-USF*, Vol. 23, pp.203-214.
- Ko, S.-H., Choi, Y., Lee, S.H., Kim, J.-Y., Kim, J., Kang, H.C. (2022), „Work overload and affective commitment: The roles of work engagement, positive psychological capital, and compassion“, *Social Behavior and Personality: an international journal*, Vol. 50, No 6, pp.72-86.
- Lee, L., Ponting, S. S.-A., Ghosh, A., Min, H. (2022), „What is my calling? An exploratory mixed-methods approach to conceptualizing hospitality career calling“, *International Journal of Contemporary Hospitality Management*, Vol. 34, No 8, pp.2832-2851.
- Li, Y. (2018), „Linking protean career orientation to well-being: The role of psychological capital“, *Career Development International*, Vol. 23, No 2, pp.178-196.

- Lomas, T., Waters, L., Williams, P., Oades, L.G., Kern, M.L. (2021), „Third wave positive psychology: Broadening towards complexity“, *The Journal of Positive Psychology*, Vol. 16, No 5, pp.660-674.
- Lyons, S.T., Schweitzer, L., Ng, E.S.W. (2015), „Resilience in the modern career“, *Career Development International*, Vol. 20, No 4, pp.363-383.
- Mazzetti, G., Guglielmi, D., Chiesa, R., Mariani, M.G. (2016), „Happy employees in a resourceful workplace: Just a direct relationship? A study on the mediational role of psychological capital“, *Career Development International*, Vol. 21, No 7, pp.682-696.
- McKenna, O., Fakolade, A., Cardwell, K., Langlois, N., Jiang, K., Pilutti, L.A. (2022), „Towards conceptual convergence: a systematic review of psychological resilience in family caregivers of persons living with chronic neurological conditions“, *Health Expectations*, Vol. 25, No 1, pp.4-37.
- Al Khazraje, M., Sideeq, S. (2024), „The role of wise leadership in managing strategic ignorance in the public sector“, *Administratie si Management Public*, Vol. 43, pp.120-137, <https://doi.org/10.24818/amp/2024.43-07>, referred on 10/10/2025.
- Parola, A., Zammitti, A., Marcionetti, J. (2023), „Career Calling, Courage, Flourishing and Satisfaction with Life in Italian University Students“, *Behavioral Sciences*, Vol. 13, No 4, 345.
- Plaikner, A., Haid, M., Kallmuenzer, A., Kraus, S. (2023), „Employer Branding in Tourism: How to Recruit, Retain and Motivate Staff“, *Journal of Tourism and Services*, Vol. 14, No 27, pp.1-21, <https://doi.org/10.29036/jots.v14i27.666>, referred on 10/10/2025.
- Podolchak, N., Tsygylk, N., Chursinova, O., Dziurakh, Y. (2024), „Modern world: methods of soft and hard skills development for the managers to be successful“, *Administratie si Management Public*, Vol. 42, pp.145-157, <https://doi.org/10.24818/amp/2024.42-09>, referred on 10/10/2025.
- Rasheed, M.I., Okumus, F., Weng, Q., Hameed, Z., Nawaz, M.S. (2020), „Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry“, *Journal of Hospitality and Tourism Management*, Vol. 44, pp.98-107.
- Rivera, M., Shapoval, V., Medeiros, M. (2021), „The relationship between career adaptability, hope, resilience, and life satisfaction for hospitality students in times of Covid-19“, *Journal of Hospitality, Leisure, Sport & Tourism Education*, Vol. 29, 100344, <https://doi.org/10.1016/j.jhlste.2021.100344>, referred on 10/10/2025.
- Saeed, I., Khan, J., Zada, M., Ullah, R., Vega-Muñoz, A., Contreras-Barraza, N. (2022), „Towards examining the link between workplace spirituality and workforce agility: Exploring higher educational institutions“, *Psychology Research and Behavior Management*, pp.31-49.
- Safavi, H.P., Bouzari, M. (2019), „The association of psychological capital, career adaptability and career competency among hotel frontline employees“, *Tourism Management Perspectives*, Vol. 30, pp.65-74.
- Scherzer, S., Lujala, P., Rød, J.K. (2019), „A community resilience index for Norway: An adaptation of the Baseline Resilience Indicators for Communities (BRIC)“, *International Journal of Disaster Risk Reduction*, Vol. 36, pp.101107.
- Shahid, H., Ather, M.A., Shahid, S., Imran, Z. (2023), „Psychological Capital and Work Engagement: A Mediated Moderation Model of Positive Emotions and Emotional Intelligence“, *Journal of Social Sciences Review*, Vol. 3, No 2, pp.562-578.
- Shao, K., Nicholson, L.J., Kutuk, G., Lei, F. (2020), „Emotions and instructed language learning: Proposing a second language emotions and positive psychology model“, *Frontiers in Psychology*, Vol. 11, No 2142.
- Sun, C., Xing, Y., Wen, Y., Wan, X., Ding, Y., Cui, Y., Zhang, Q. (2023), „Association between career adaptability and turnover intention among nursing assistants: the mediating role of psychological capital“, *BMC Nursing*, Vol. 22, No 1, p.29.

Human Capital, Entrepreneurial Dynamics, and Consumer Behavior as Investment in Human Development

Thiagarajan, P., Chakrabarty, S., Taylor, R.D. (2006), „A Confirmatory Factor Analysis of Reilly's Role Overload Scale“, *Educational and Psychological Measurement*, Vol. 66, No 4, pp.657-666. <https://doi.org/10.1177/0013164405282452>, referred on 10/10/2025.

Ugwu, C.C. (2022), „Role overload and work engagement among nurses: moderating role of resilience“, *Sapientia Global Journal of Arts, Humanities and Development Studies*, Vol. 5, No 1, pp.221-235.

Vasudevan, P., Suganthi, L. (2023), „Personal resources at play: the mediating role of psychological capital in the relationship between new ways of working and life satisfaction“, *Kybernetes*, Vol. 53, No 3. <http://dx.doi.org/10.1108/K-01-2023-0126>, referred on 10/10/2025.

Wen, Y., Liu, F., Pang, L., Chen, H. (2022), „Proactive Personality and Career Adaptability of Chinese Female Pre-Service Teachers in Primary Schools: The Role of Calling“, *Sustainability*, Vol. 14, No 7, 4188.

TEIGIAMO PSICHOLOGINIO KAPITALO IR KARJEROS PRITAIKOMUMO SĄVEIKOS TYRIMAS TARPTAUTINĖSE ĮMONĖSE

Rana Salman Anwar, Ranka Krivokapic, Armenia Androniceanu, Rizwan Raheem Ahmed, Riaz Ahmed

Santrauka. Šio tyrimo tikslas – ištirti, kaip teigiamas psichologinis kapitalas, darbuotojų atsparumas, atsidavimas karjerai ir darbo krūvio perteklius sąveikauja formuojant darbuotojų karjeros prisitaikymo gebėjimus tarptautinėse Pakistano įmonėse. Tyrime analizuojamas darbuotojų atsparumo tarpinis vaidmuo tarp teigiamo psichologinio kapitalo ir karjeros lankstumo, taip pat nagrinėjamas atsidavimo karjerai poveikis ir darbo krūvio perviršio moderuojantis (keičiantis) efektas. Tyrimas buvo atliktas pritaikius skerspjūvio dizainą, duomenys surinkti iš 287 darbuotojų, dirbančių tarptautinėse įmonėse Pakistane. Teigiamas psichologinis kapitalas, darbuotojų atsparumas, profesinis atsidavimas, darbo perkrova ir prisitaikymas prie karjeros buvo vertinti pasitelkus savarankiškai pildomas klausimynų skales. Duomenims analizuoti buvo pasitelktas dalinių mažiausių kvadratų struktūrinių lygčių modeliavimas (PLS-SEM). Tyrimo rezultatai atskleidė, kad teigiamas psichologinis kapitalas reikšmingai veikia prisitaikymą prie karjeros, taip pat bendruomeninį ir individualų darbuotojų atsparumą. Be to, atsparumas itin paveikė ryšį tarp gero psichologinio kapitalo ir prisitaikymo prie darbo. Atsidavimas karjerai reikšmingai susilpnino ryšį tarp teigiamo psichologinio kapitalo ir karjeros lankstumo, o darbo krūvio pertekliui buvo būdingas nedidelis moderuojantis poveikis. Šis tyrimas papildo žinias, kadangi pateikiami empiriniai įrodymai apie sudėtingus ryšius tarp teigiamų psichologinių kintamųjų, darbuotojų atsparumo ir karjeros prisitaikymo gebėjimų. Tyrimas taip pat leidžia patikslinti teigiamos psichologijos sampratą karjeros kontekste – pabrėžiama psichologinių išteklių ir kontekstinių veiksnių svarba palaikant asmenų prisitaikymo elgesį ir gerovę siekiant karjeros.

Reikšminiai žodžiai: teigiamas psichologinis kapitalas; darbuotojų atsparumas; profesinis pašaukimas; darbo perkrova; karjeros prisitaikymas.