

Career Management Policy, Career Development, and Career Information as Antecedents of Employee Satisfaction and Job Performance

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The prime objective of the current study is the exploration of links amongst career management policy, career development, career information, employee satisfaction, job security and job performance. In addition, the study has examined the mediating role of employee satisfaction in the relationship between career management policy and job performance, between career development and job performance, and between career information and job performance. Lastly, the moderating role of job security in the relationship between employee satisfaction and job performance was examined. The study offers a perspective that explains the relation between job satisfaction and the level of happiness of employees. Employee happiness levels are also measured by job satisfaction, which fulfils the employee's needs and desires at the workplace. Happiness levels correlate with employee efforts to attain their needs and desires. The intangible variable can be observed and expressed through the emotional feelings; job satisfaction is one of the intangible variables. If the job meets acceptable physiological as well as psychological needs, the level of job satisfaction increases. The current study has filled this gap.

However, this study is among the pioneering studies on this issue. Employing the survey-based methodology; the SEM-PLS technique was used to test the hypothesised relationships. So, the current study has used SEM-PLS as a statistical tool to answer the research questions raised in this study and research objectives envisaged in the current study. Private school teachers in Indonesia were given surveys to collect the data of the study. The findings of the study have provided support for the theoretical foundation and the proposed hypothesis of the current study. The current study will be helpful for policymakers and practitioners in understanding the issues related to career management policy, career development, career information, employee satisfaction, job security and job performance. To the author's knowledge, this is among very few pioneering studies on this issue.

Key words: *Career management policy, Career development, Career information, Employee Satisfaction, Job security, Job performance.*

Introduction

Job performance is an individual's performance in a role for a specific objective as detailed in the job description standards. It describes the actions and behaviour accomplished by the employees, which are part of organisational goals. Job performance involves the behaviour of people whilst they are working, which is an imperative and key element for the attainment of the goals of the organisation; these behaviours must be relevant to organisational goals. Intelligent and hard-working employees are capable of maintaining and managing their emotions and mentality in order to improve their job performance. For high-level production in an organisation or at workplace job, performance is important for organisational success. The importance of job performance depends on the missions and goals of the organisation, the work amount, and the acceptable standard of behaviour of an organization. Therefore, performance involves activities that are also not present in the job description and are volitional, by which an employee contributes to and develops their surrounding workplace (Befort & Hatstrup, 2003).

Furthermore, past studies have explained the relation between job satisfaction and the level of happiness of employees. Employee happiness levels are also measured by job satisfaction, which fulfils the employee's needs and desires at the work place. Happiness levels correlate with employee efforts to attain their needs and desires (Rufaidah, AtIrsyadi, Saregar, & Umam, 2018). The intangible variable can be observed and expressed through emotional feelings; job satisfaction is one of the intangible variables. If the job meets acceptable physiological as well as psychological needs, the level of job satisfaction increases. If the job doesn't accomplish the physiological and psychological needs of an employee, then the level

of job satisfaction becomes low. There is a direct relationship between job satisfaction and the meeting of physiological as well as psychological needs of employees (Cook, 2008).

For the success of personal and organisational interest, job satisfaction is one of the foremost elements in achieving the success of the organisation. This, then, provides multiple reasons for the study. The view of experts show that job satisfaction can interrupt behaviour of labour, and encourage work productivity, hence, this study is relevant to existing research (A. H. Khan, Nawaz, Aleem, & Hamed, 2012).

The encouragement of the productivity of an organisation requires inherent humanitarian values, and improvements and increases in job satisfaction. Moreover, job satisfaction significantly and directly affects the levels of commitment of employees, as well as and absenteeism of employees at the work place. The productive behaviour of employees becomes minimized through job satisfaction (A. H. Khan et al., 2012).

For the workers, and as a whole organisational benefit, organisation oblige their resources to encourage and motivate job satisfaction. Fair treatment of employees is the basic indicator of job satisfaction, according to the humanitarian perspective. Job satisfaction also respects the emotional happiness and security of an employee's psychological health. With the utilitarian perspective, job satisfaction could affect employees development of behaviour that jeopardises organisational progress (Lim, 2008).

Past literature explains the job satisfaction phenomena that ensures the retainment of employees, and saves organisations the cost of hiring new employees. It also shows the job satisfaction and dissatisfaction of employees, which is commonly considered the driver of employee productivity and retention. Adverse effects of job satisfaction are selection and training, recruitment cost, organisational growth and employee encouragement. These reasons are sufficient to explain and justify the phenomena of job satisfaction (Owusu & Owusu, 2014).

The previous scholar has investigated job security as a whole, concerned specifically with an employee's perception of their future. This rotates and revolves when an employee feels a higher sense of job security, particularly if their experience and knowledge is fit for the job. For the more safe and secure career opportunities, an employee leaving the company is common when an employee feels insecure and lacks confidence in their jobs. According to different studies, the first and most important wish and requirement of an employees is the safety and security of the job. Insecurity causes a lack of employee concentration levels, which can highly affect the organisational performance. In a situation where employees are in fear of being fired and sacked at any time, it's shown that employees cannot work effectively, and there is a low output in productivity amongst the employees (Diani, Herliantari,

Irwandani, Saregar, & Umam, 2019). Job security has a direct relationship with the organisational productivity level. It has been identified that an employee's fears were overcome by promotional opportunities, existing and present conditions of work, and long period career opportunities; the lack of these can be lead to a deficiency in job security (Mosaybian & Jafari, 2017). The most essential part of an organisation is human resources; satisfaction and provision of job security can be valuable and beneficial for both the employee and employer (Nasir, 2017).

Career management is the method by which people gathered information related to interest, values, weakness and skill strength (career exploration), and career goal identification. It involves the career strategies that maximise the probability of the achievement of career goal. The process of career management includes the development of career goals, the usage of strategies to achieve the career goals, and career exploration. In this study, the relationship among different aspects of the process of career management and the performance and behaviour of employee development is examined (Syazali et al., 2019). Employees delivered information related to their personal characteristics, career development support (Hartinah et al., 2020), strategies of career management, and their power or willingness to participate and contribute to the activities of development (Noe, 1996).

It is proposed that career development is being deliberately used to leverage the talent of the organisation and retain and attract a competent workforce (Huda, Tsani, Syazali, Umam, & Jermisittiparsert, 2020). For the talent-building of employees, an organisation is required to choose career development practices in order to deliver opportunities for employees to grow and learn (Diani, Irwandani, et al., 2019). The role of the organization in shaping future opportunities cannot be underestimated. Career development can improve and increase the morale of the employees, enhancing productivity and helping the organisation to become more effective and efficient. When an organisation promotes employees in career development plans, it appears that employees are less likely to quit (S. A. Khan, Rajasekar, & Al-Asfour, 2015).

Over the last two eras, especially in the last era, new technologies and new techniques have delivered significant scope for gaining productivity in the provision of career information. Large collections of techniques that are based on computers and the internet can contribute to decision making and career exploration (Habibi et al., 2019). They also include computer databases which manage, organize and provide access to knowledge and information on training and education, job vacancies and career opportunities (Sweet, 2001).

The objective of this study is to examine the impact of job satisfaction on job performance, moderating the role of job security on the relationship of job satisfaction and job performance. Moreover, it examines the impact of job security, career management policy and career development information on job satisfaction and job performance.

Literature Review

Job Performance

Job Performance is the amount to which an individual executes his job within the defined standards given by the organisation. High levels of job performance are required by an organisation to achieve their goals. There are two aspects of performance: namely, outcome aspect, and behavioural aspect. Outcome aspect refers to an individual's behaviour. Behavioural and outcome facets do relate in some way, but there are no overlaps between these two aspects (Sonnetag & Frese, 2002).

Job Satisfaction

The concept of job satisfaction, or an employee's attitude towards their job, involves cognitive, behavioural and affective components; various aspects are related to promotion, pay, coworkers, supervisors, work tasks, and others. A number of factors can influence the job satisfaction of the employee. The sum of previous studies related to job satisfaction have outlined the determinant factors that can be divided into two groups or categories: intrinsic and extrinsic factors. Intrinsic factors show the relationship with recognition, colleagues and advancement. Extrinsic factors involve the job security, working conditions and remuneration(Yee, 2018).

Employee Satisfaction and Job Performance Relationship

Job satisfaction is a measure for the organisation reviewing the performance of their employees. The employee with more job satisfaction has a positive attitude towards his or her job. Moreover, such an employee is more committed towards their job. Therefore, their performance increases. Needs of the employee must be met by managers to increase job satisfaction of employees. According to research, organisational performance is positively and significantly impacted by job satisfaction (Owusu & Owusu, 2014; Pang & Lu, 2018). On the other hand, in another study, researchers observed that employee performance is significantly impacted by job satisfaction (Alromaihi, Alshomaly, & George, 2017).

Job Security

Previous studies have explained the concept of job security. Job security is linked with employment and safeguarding of a job. It relates to the capability of workers and employees to feel safe in their job and circumvents unemployment. It is also perceived to decrease the fear and alarm that employees have of being terminated from their organisational jobs. Job security is important for all in the organisation; it is not only related to employees but also relevant and important for the employers. Employers enable their employees to keep their current jobs, reducing recruitment costs. For the achievement of an organisational goal that is important for the organisation success, the motivation of employees is a key factor, and, through job security, an organisation builds a high level of motivation in their employees. The job security concept states having control and power in a job setting and future job guarantee. Otherwise, insecurity of job relates to fundamental and involuntary fear of losing one's job (Dhanpat, Manakana, Mbacaza, Mokone, & Mtongana, 2019).

Job Security with Employee Satisfaction and Job Performance

According to previous studies, job satisfaction consists of six important components and job security is one of them. Job security is one of the hygiene factors, according to the views of Herzberg based on the job satisfaction theory, of which there are two. Herzberg also stated the concept of dissatisfaction and satisfaction of job; job security is measuring a source's dissatisfaction and/or satisfaction with their job. It is a guarantee that the satisfaction of an employee, regarding their job security, will see excellence in their performance, compared with an employee that is dissatisfied with their job. The security of a job is directly linked with their job performance level. Levels of job performance decrease when the employee feels threatened regarding their job. Furthermore, the job security of an employee creates feelings of satisfaction and value within her/his present job. Employment job security also allows an employee to imagine their future in the organisation. Feelings of insecurity within their job increase their levels of stress which directly affects the work performance of the organisation. Work performance of an organisation is directly linked with job security. In the current job market, job insecurity is unavoidable. Hence, there is a need for new intervening strategies to generate the greatest and highest results. Initially, researchers established the relationship between performance and job security, and found that more feelings of insecurity within their job run parallel with low job performance levels (Artz & Kaya, 2014).

The findings of past empirical studies have highlighted that the high levels of feeling related to job insecurity and lower performance levels are not straightforward. Work engagement is the fundamental element; higher feelings level of job insecurity are controlled by fewer positive feelings related to organisational work. These fewer positive feelings harmfully

influence the actual job performance. Simply put, it means that job insecurity doesn't decrease the performance levels automatically. Employees can feel still positive about their environment and work. It is not solely dependent on the presence of job insecurity. Sometimes, positive feelings may be reduced in some way that inevitably leads to a decrease in performance (Wang, Lu, & Siu, 2015).

Based on the review of past literature, the following hypothesis has been developed:

Hypothesis 1: There is a significant relationship between Employee Satisfaction and Job Performance.

Hypothesis 2: There is a significant relationship between Job Security and Job Performance

Hypothesis 3: There is a significant relationship between Job Security and Employee Satisfaction

Hypothesis 4: Job Security moderates the relationship between Employee Satisfaction and Job Performance

Career Management

The concept of career management has been explained well in the past with empirical support. Career management is the establishment and provision of opportunities for people to improve and develop their careers and abilities, in order for the organisations confirmation that it possesses a stream of talent it both wants and needs, and also satisfy an employee's own their level of aspiration. It is integrating and participating in meeting the needs as well as the wants of an organisation with individual needs. Studies of research have assembled career management programs and practices into three important components; career development, career information and career management policies (Sturges, Conway, Guest, & Liefoghe, 2005).

Career Management Policy: Employee Satisfaction and Job Performance

It has been found that career management policies states the opportunities available to employees to improve and develop the knowledge and skills required to take more responsibilities (Rahmawati et al., 2019), obtain new roles and move into management positions. By specifying what resources are both relevant and provided, establishing transparency, accountability and the of keeping records, human resource professionals produce an equitable and fair environment for all organisational employees (Kumudha & Abraham, 2008).

In the establishment of career management policy, human resource personnel state the responsibilities and role of the manger, the employee and the company. Human resource

personnel also record documents and policies associated with job opportunities to obey and observe the legal requirements, such as promoting employee morale and job satisfaction and (EEO) Equal Employment Opportunity laws (Kumudha & Abraham, 2008).

Career management policy recruits or hires high-potential performers who will be excellent at their current job and are accordingly rewarded. If employees are really good, they will receive promotions, and the enterprise will acquire what the enterprise wants. For the future, training of managers may not ever be deliberately time-wasting. Long-term planning for the careers of employees believes in established structured attitudes to career management. These involve elaborate views about potential and performance, for the identification of talent or the endorsement that it is present, 'highflyer' schemes, and job move planned in-line with the prearranged program (Greenhaus, Callanan, & Godshalk, 2009).

The aims of policies for career management of employees are: 1) to provide them with the support, encouragement, and guidance they want and need to achieve their potential and fulfil a successful career with their ambitions and talents in the organisation. And 2) to provide a sequence of learning activities and experiences that will prepare them for all responsibility levels that an employee has the potential to reach (Greenhaus et al., 2009).

Procedures of career management are associated with the systems of performance management that must be developed. Constructed on the following principles.

- For career management, employees should be responsible.
- It is the important responsibility of the manager to familiarise her/ himself with employees' career aspirations, and how this can be better facilitated.
- The manager should keep up to date with the jobs, development and training opportunities which are likely to assist in meeting both the operational objectives of the organisation and the employee's career aspirations. The manager must provide support for the employees' efforts and avail them to these activities.
- It is the duty of managers to respect employees, especially those whose career has been hampered by a situation beyond their control. For example, a disability is not a fault of the employee (Renee Barnett & Bradley, 2007).

Past studies revealed that good career practices and policies increased the satisfaction and commitment of employees. As a result, incompetence and absenteeism were reduced. So the key objective of career management involves assisting employees in improving their performance (Bashir & Ramay, 2008). Thus, it can be hypothesized that:

Hypothesis 5: Employee satisfaction mediates the relationship between Career Management Policy and Job Performance.

Hypothesis 6: Career Management Policy has a significant impact on Job Performance

Hypothesis 7: Career Management Policy has a significant impact on Employee Performance

Career Development: Employee Satisfaction and Job Performance

Past literature defined that the continuous and unbroken process of work-life is career development. The benefits of career development are not only for the individual employee, they also provide benefit to the organisation (Lestari et al., 2019). For the development of a future employee's position, an organisation must be confident of their source of qualified committed employees to promote the employee to a higher level (Abdurrahman, Saregar, & Umam, 2018). Moreover, the practice of career development allows the organisation to place and develop employees in compatible positions with their individual career needs, goals and interests (Bashir & Ramay, 2008).

Studies have empirically proved the importance of career development. With respect to career development, this study examined the capability of career development programs in providing responses to professional needs at different stages of professions, and the influence on job satisfaction, expert productivity and growth between the R&D employees (Kasayanond, Umam, & Jermsittiparsert, 2019). One of the main conclusions of this research study was that there is a favourable impact of professional growth on job satisfaction, expert efficiency, and growth (Saleem et al., 2013).

It has found out that the key to higher performance levels lies in the hands of employees who have well-managed work, are willing to work, well-motivated, well-led, and always re-skilling. Career development protects the work life of an employee. It starts with staff orientation, experience, on-the-job training, professional courses, short courses, diplomas and postgraduate degrees (Lestari et al., 2019). The main purpose of career development is to increase the current performance level of an employee, provide the benefit of future jobs and facilitate the achievement of their career goals. After the identification of specific employee talents, they provide the opportunity of career planning for better performance and engagement in jobs that are suitable for their personal talent and ambition (Ningrum, Haryono, & Fathoni, 2018).

Therefore, it has been observed that employees with a commitment to the organisation, and high levels of job satisfaction are eager to act with responsibility in performing assigned tasks. Employees who think that their jobs are good are found to have higher performances and commitment to the organisation (Kaya & Ceylan, 2014). This can be hypothesised:

Hypothesis 8: Career Development has a significant impact on Job Performance.

Hypothesis 9: Career Development has a Significant Impact on Job Satisfaction.

Hypothesis 10: Employee satisfaction mediates the relationship between Career Development and Job Performance.

Career Information: Employee Satisfaction and Job Performance

From the literature, career information is apprehensive. A study has suggested that it is the responsibility of an organisation to communicate and develop career opportunities in organisations for the employees, confirming that the information is accurate, correct and always current (Ramadhani, Umam, Abdurrahman, & Syazali, 2019). Company newsletters, pamphlets/booklets, websites of a company can be used to reach this end (Gomez-Mejia, Balkin, & Cardy, 2004).

In addition, it is stated that the organisation should deliver and provide three types of information, i.e.; information related to educational opportunities and training, to communicate the policy of the organisation about eligibility and requirements for training, giving support to employees who want to learn educational courses that run internally and externally (Sagala, Umam, Thahir, Saregar, & Wardani, 2019); information related to the organisation that includes job vacancies, possibility of career paths, and the number of people required for a particular job. This type of information enables employees to make a plan for their job and career, and to find the organisational opportunities that are present in the organisation; delivery information related to how the organisation sees their organisation's future which contains manpower projection, business plans, and the requirements of forecast future skills. Career information mentioned the management efforts that provide information to employees related to their career (Yahya, Othman, & Meruda, 2004).

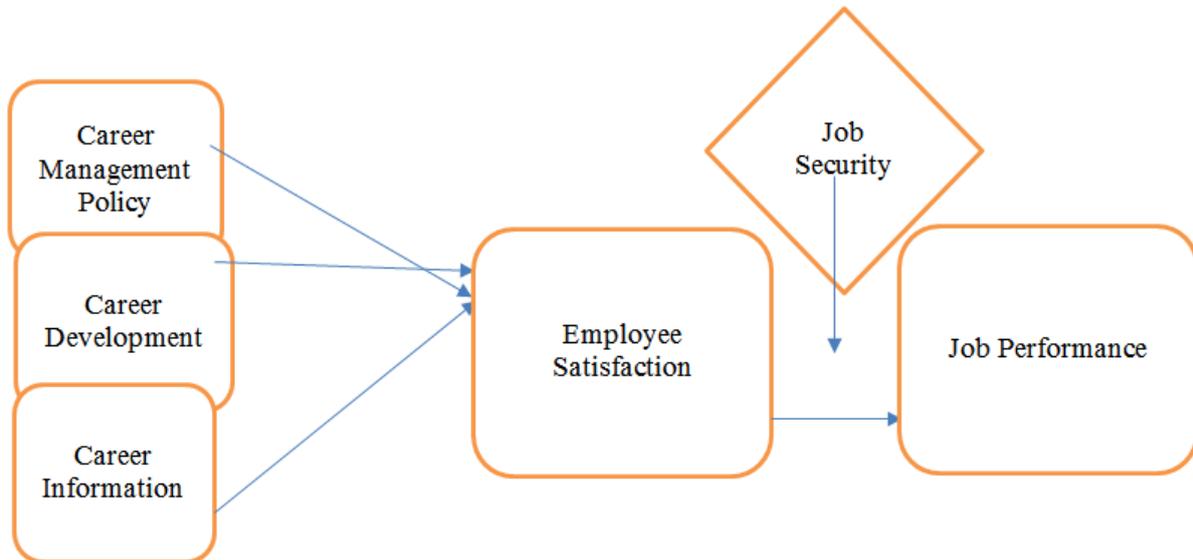
If proper career information is provided to employees, it will positively impact organisational performance (Gomez-Mejia et al., 2004). Thus, we can hypothesise that

Hypothesis 11: Career Information has a significant impact on Employee Satisfaction.

Hypothesis 12: Career Information has a significant impact on Job Performance.

Hypothesis 13: Employee Satisfaction mediates the relationship between Career Information and Job Performance.

Conceptual Framework



Methodology

The nature of the current study is descriptive and correlational. The descriptive part of the study involves exporter profiles and ratings of the subject matter, whereas, its correlational part involves the relation between export performance and international marketing programs. The present study is designed on the basis of the hypothetico-deductive method, which comprises of seven steps i.e. broad issue or problem identification, stating a problem definition, formulation of hypotheses, data collection, measure determination, data analysis, and its interpretation. The deductive approach is the main feature of hypothetico-deductive method, in which a theoretical framework is generally developed and adopted for a practical case. However, the theoretical foundation is developed using relevant prior research. A quantitative survey approach was also adopted for the present research. It involved identification of the research objectives, developing research design, formulating a valid and reliable instrument of research, conducting surveys, data collection and analysis, and data interpretation and report of the findings of the research. This is a cross-sectional study, i.e. the current research is executed at a specified time period, since it can be suitable for the academic studies with time-constraints. An email questionnaire was designed to collect data for testing the formulated hypotheses. The purpose of choosing this method is that it can cover a wide geographical area with low cost and in less time. It is a field study which is conducted in a natural setting, however, in case of correlational study, the research is carried out under natural environment, with the events occurring without the interference of any researcher. Therefore, the survey was conducted for the generalisation of outcomes, having higher validity because the questions from the questionnaires were addressing the items directly. The response rate of the study was 49 percent. The scale of Job Security was



adopted from the studies of (Taamneh & AL-Gharaibeh, 2014). The scale of Employee Satisfaction was adapted from the study of (Chi & Gursoy, 2009). The scale of Career Management Policy was adopted from the study of (Yahya et al., 2004). In addition, the scale of Career Development are adopted from (Kim, 2002). Finally, the scale of Career Information were adopted from (Armstrong, Brooks, & Riemenschneider, 2015).

Results

Due to a number of reasons, the present study employed the Structural Equation Modelling (SEM) for data analysis. The SEM has an ability to simultaneously undertake linear and multiple regressions, assuming that data evaluation is done without any errors. As SEM includes both factor analysis and multiple regression, studies suggest that it can also effectively and separately estimate the multiple regression equations concurrently (Hair, Anderson, Tatham, & Black, 1998). For data collection, the study employed a cluster sampling technique and sample size was calculated using Gay and Diehl's five-technique approach. Firstly, total population and population sample size was estimated using Krejcie and Morgan's table. The estimated population size was 310. According to past empirical evidence, SEM is a common and powerful tool in social sciences (Ramadhani et al., 2019), as it can simultaneously handle multiple relations at a time. In the past, many researchers have stressed the use of AMOS, which is a co-variance-based technique. However, in comparison to CB-SEM approach, PLS-SEM have distinctive methodological features and are a better option than CB-SEM (Hair Jr, Hult, Ringle, & Sarstedt, 2016).

Figure 1. Measurement Model

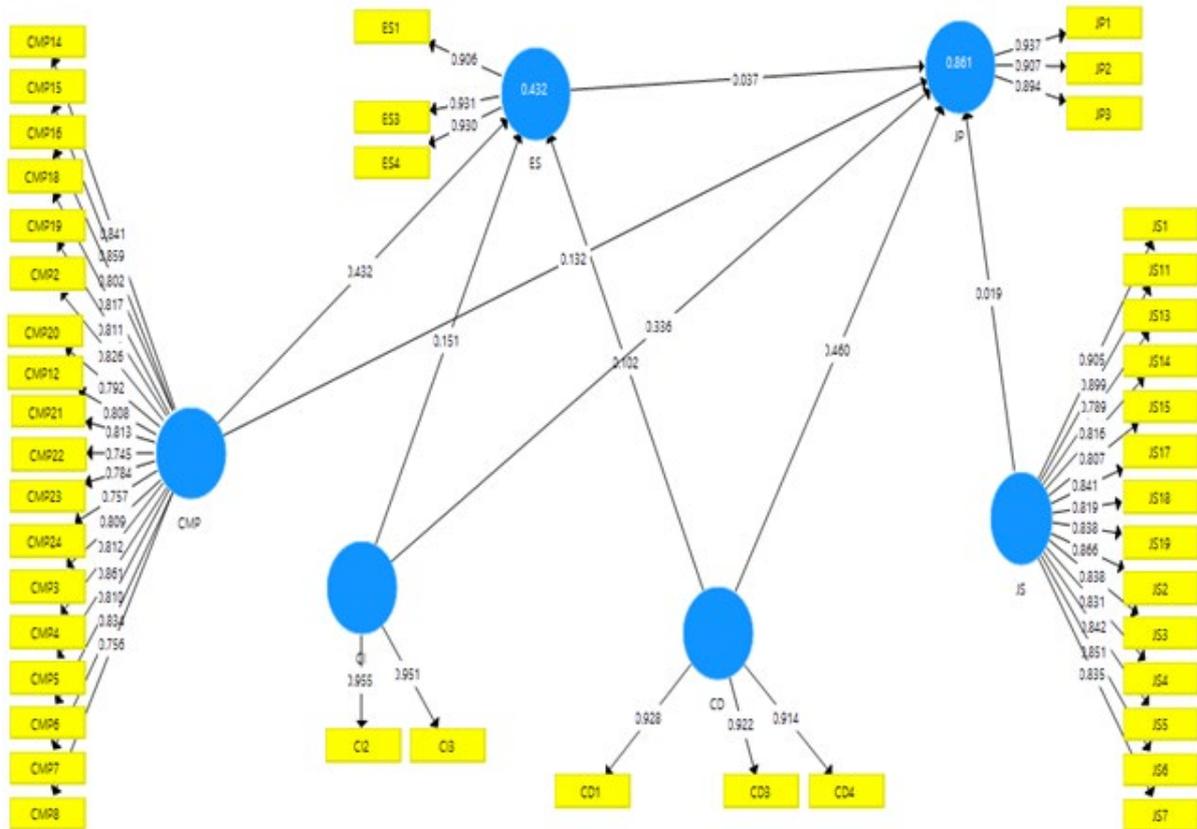


Table 1: Outer Loadings

	CD	CI	CMP	ES	JP	JS
CD1	0.928					
CD3	0.922					
CD4	0.914					
CI2		0.955				
CI3		0.951				
CMP12			0.808			
CMP14			0.841			
CMP15			0.859			
CMP16			0.802			
CMP18			0.817			
CMP19			0.811			
CMP2			0.826			
CMP20			0.792			
CMP21			0.813			
CMP22			0.745			

CMP23			0.784			
CMP24			0.757			
CMP3			0.809			
CMP4			0.812			
CMP5			0.861			
CMP6			0.810			
CMP7			0.834			
CMP8			0.756			
ES1				0.906		
ES3				0.931		
ES4				0.930		
JP1					0.937	
JP2					0.907	
JP3					0.894	
JS1						0.905
JS11						0.899
JS13						0.789
JS14						0.816
JS15						0.807
JS17						0.841
JS18						0.819
JS19						0.838
JS2						0.866
JS3						0.838
JS4						0.831
JS5						0.842
JS6						0.851
JS7						0.835

As discussed above, SEM is the most appropriate technique, since it is an advanced method, providing the best solution for the research problem that could not be achieved through simple multiple regression. The PLS approach is also appropriate when the structural modelling is employed solely to make predictions and explanations about the constructs. Thus, the present study employed a PLS-SEM technique for its flexibility, its lesser sample size demand, and its effective handling of the multiple structure modelling. Furthermore, the model includes the reflective and formative constructs. The aim of this study is to consider prediction among the constructs. Therefore, SEM-PLS approach includes 1) the structural model or the outer model, and 2) the measurement model or the inner model. The model estimation involves consideration of different criteria, i.e. validity, reliability, and

structural model variance. The items of the model were dynamic; therefore, it is assumed that there will be a strong correlation among the variables which were put together to form a construct. For validation of the measurement model, the confirmatory factor analysis is used. During the measurement model estimation, each model element has been observed separately using structural, formative, and reflective modelling (Hartinah et al., 2019).

Table 2: Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
CD	0.911	0.913	0.944	0.849
CI	0.899	0.900	0.952	0.908
CMP	0.969	0.970	0.971	0.653
ES	0.912	0.914	0.945	0.851
JP	0.900	0.901	0.938	0.834
JS	0.968	0.970	0.971	0.709

The internal consistency measures the resulting consistency between the same test items. It determines whether the items that were employed for measuring the construct bring similar outcomes (Hair Jr et al., 2016). Thus, the present study assessed the internal consistency reliability through CR examination. The Cronbach alpha assumes equal factor loading for the construct, but CR does not do the same. The range for CR is 0 to 1; however, the value should not be below 0.60, whereas 0.70 and above are considered as desirable and suitable (Henseler, Ringle, & Sinkovics, 2009). Similarly, the value of CR between 0.6 and 0.7 is said to be an average consistency, and the value which lies between 0.7 and 0.9 considered to be more adequate and reasonable. According to literature, convergent validity is defined as the extent that measures whether the same constructs that have theoretical correlation are actually correlated (Lestari et al., 2019). Thus, convergent validity explains the correlation levels between the measures of the same construct. With respect to convergent element identification during construct measurement, the average variance extracted is usually employed, whose value must not be below 0.5 (Hair Jr et al., 2016; Henseler et al., 2009). The 0.5 value for the AVE denotes convergent validity. To put it differently, the latent construct shows the convergent validity of adequate level and also explains its indicators' variance (Hair, Sarstedt, Pieper, & Ringle, 2012). The reliability index must have a value equal or above 0.70. The outer and cross-loadings for the present study came out as the same. However, the existence of correlation between the items of the constructs is observed through the cross loadings. In addition, the discriminant validity existing among the constructs and variables is presented in the table below.

Table 3: Discriminant Validity

	CD	CI	CMP	ES	JP	JS
CD	0.921					
CI	0.871	0.953				
CMP	0.838	0.856	0.808			
ES	0.595	0.610	0.647	0.922		
JP	0.900	0.887	0.846	0.617	0.913	
JS	0.735	0.743	0.843	0.812	0.749	0.842

Furthermore, the measurement model for the study is estimated by examining the validity, reliability, and structural model estimation through the structural paths among the dependent, moderating, and independent variables. The structural model of SEM-PLS assesses the direct as well as the indirect effects caused by the variables. The structural model of the study is stated below:

Figure 2. Structural model

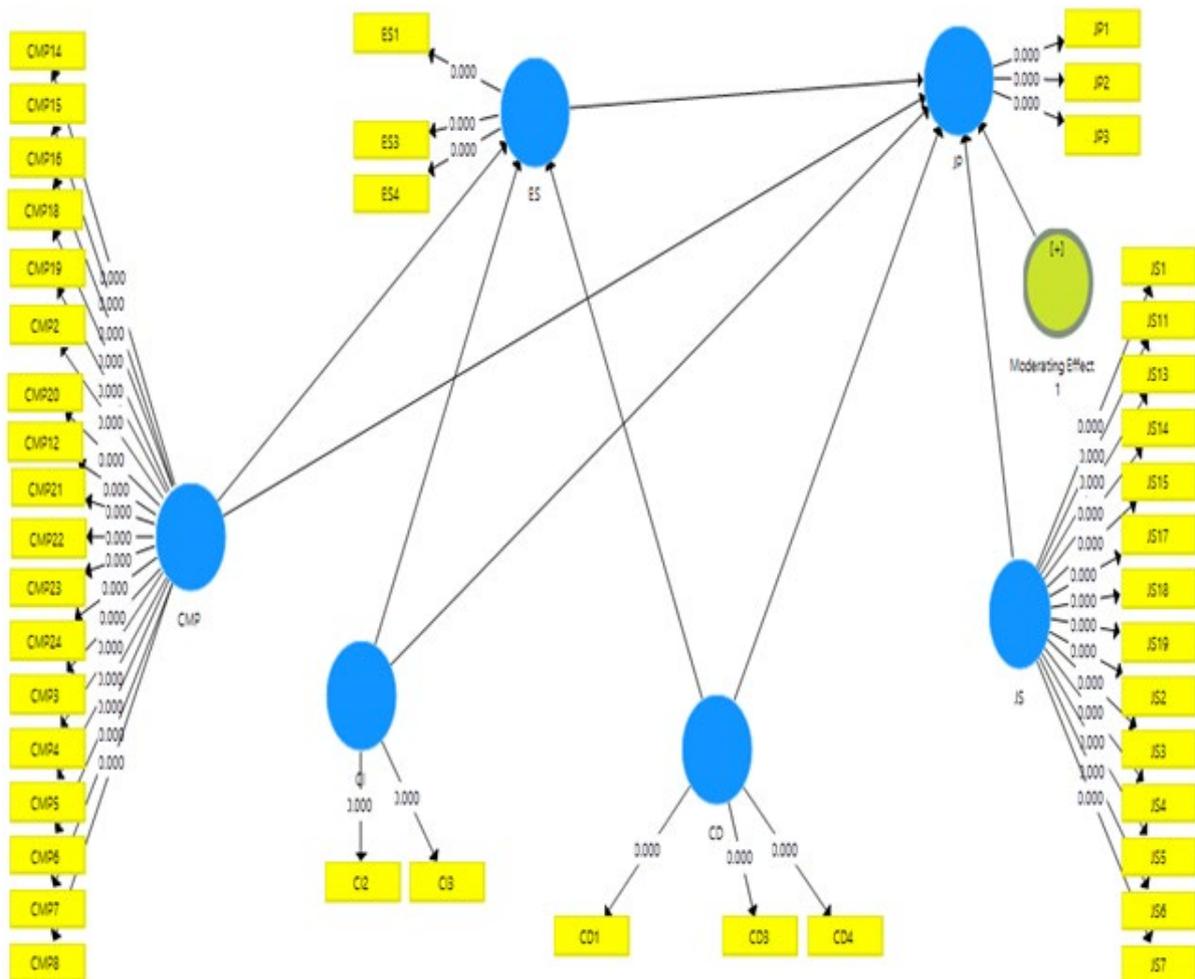


Table 4: Direct Relationships

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
CD -> ES	0.102	0.101	0.149	4.685	0.000
CD -> JP	0.459	0.457	0.111	4.139	0.000
CI -> ES	0.151	0.151	0.145	4.039	0.000
CI -> JP	0.333	0.328	0.106	3.145	0.000
CMP -> ES	0.432	0.434	0.146	2.971	0.003
CMP -> JP	0.183	0.180	0.104	4.756	0.000
ES -> JP	0.079	0.077	0.062	4.287	0.000
JS -> JP	0.007	0.015	0.082	4.080	0.000

Table 5: Indirect Relationships (Mediation)

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
CD -> ES -> JP	0.008	0.009	0.017	4.487	0.000
CI -> ES -> JP	0.012	0.011	0.017	4.719	0.003
CMP -> ES -> JP	0.034	0.033	0.030	4.137	0.000

To assess the indirect impact of a moderator, the level of moderation is calculated. Furthermore, the bootstrap analysis was also used to identify the strength of association. For this purpose, 1000 bootstrap samples were taken. The p-value was found to be significant at 5%. All hypotheses have shown p-values of less than 0.05, thus indicating the acceptance of the formulated hypotheses. The outcomes of the effects of moderation for both hypotheses, have shown significant values for p and t. The t values came out to be higher than 1.96 and p values were also above the threshold level i.e. 0.05. Thus, all the hypothesis were accepted.

Table 6: Indirect Relationships (Moderation)

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
Moderating Effect 1 -> JP	0.044	0.043	0.029	1.528	0.000

In structural modelling, the predictive power for the endogenous variable is explained by the R^2 . The path coefficient is said to be insignificant if its value turns out to be 0. The R^2 ranges between 0-1, where 0 indicates the level of zero accuracy in prediction and 1 shows greater predictive accuracy. The R^2 values i.e. 0.75, 0.50, & 0.25 signify substantial, moderate, and weak predictive powers, respectively. For the current study, the R^2 value is 0.432 and 0.861, suggesting that 43.2 percent and 96.1 percent of variation in the ES and JP is explained by the independent variables.

Table 7: R-Square

	R Square
ES	0.432
JP	0.861

Conclusion

The prime objective of the current study is the exploration of the links between career management policy, career development, career information, employee satisfaction, job security and job performance. In addition, the study has examined the mediating role of employee satisfaction in the relationship between career management policy and job performance, between career development and job performance, and between career information and job performance. Lastly the moderating role of job security in the relationship between employee satisfaction and job performance was examined. Career management is the method by which people gathered information related to interests, values and weakness and skill strength (career exploration), career goal identification, and involvement in strategies that maximise the probability of goal achievement. The process of career management includes: career goal development, usage of strategies to achieve career goals, and career exploration. In this study, the relationship among different aspects of the process of career management, and the performance and behaviour of employee development were examined. The study offers a perspective that explains the relation between job satisfaction and the level of happiness of employees. (Sriyakul, Umam, & Jermittiparsert, 2019a). Employee happiness levels are also measured by job satisfaction, which fulfils the employee's needs and desires at the workplace. Happiness levels correlate with employee efforts to attain their needs and desires.. The intangible variable can be observed and expressed through the emotional feelings; job satisfaction is one of the intangible variables. If the job meets acceptable physiological as well as psychological needs, the level of job satisfaction increases. (Sriyakul, Umam, Jermittiparsert, et al., 2019). The current study has filled this gap (Sriyakul, Umam, & Jermittiparsert, 2019b). However, this study is among the pioneering studies on this issue. Employing the survey-based methodology, the SEM-PLS technique was used to test the hypothesised relationships. So, the current study has used SEM-PLS as statistical tool to answer the research questions raised in this study and research objectives envisaged in the current study. The findings of the study have provided support to the theoretical foundation and the proposed hypothesis of the current study. An employee with a positive attitude toward his or her job will have greater job satisfaction and willingness to commit to his or her organisation, thus increasing organisational performance (Sagala et al., 2019). Under reasonable conditions, managers will meet employees' needs to enhance their job satisfaction so that employees will increase their efforts to attain a good organisational performance. The current study will be helpful for policymakers and practitioners in understanding the issues



related to career management policy, career development, career information, employee satisfaction, job security and job performance. To the author's knowledge, this is among very few pioneering studies on this issue.

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