

Impact of Proactive Personality on Career Adaptability and Intentions for Expatriation

Irfan Hameed. Iqra University
 Sanam Brohi. Institute of Business Management
 Atif Shahab. Institute of Business Management

Abstract

Decision-making about career direction is an important part of an individual's life, which requires careful consideration and adaptability in order to meet specific career expectations and needs. Therefore, it is imperative to look for factors that can influence career adaptability. Guided by career construction theory, this research study explored the impact of a proactive personality on career adaptability. The mediating effect of resilience between proactive personality and career adaptability, the mediating effect of cultural intelligence between intentions on expatriate career and career adaptability, and the moderating role of gender between intentions for an expatriate career and career adaptability were examined. Findings revealed useful insights for understanding the relationships between career adaptability and intentions for pursuing an expatriate career.

Careers are becoming global, boundaryless, non-linear and diverse (Jiang, 2016). It has been contended that fruitful career advancement requires individuals to undertake self-improvement in work and work-related settings (Zacher, 2015). Adaptability is demonstrated when an individual consciously maintains an integration with the environment and builds behaviours, attitudes and capabilities to fit into different careers (Ferreira, 2012). Whereas career adaptability has been defined as "a psychosocial state that signifies an

individual's readiness and skills for adapting necessary career related assignments, transitions (moving from school to higher education or doing an apprenticeship), traumas (e.g. losing a job) in their work-related roles" (Savickas & Porfeli, 2012). The term career adaptability was first introduced by Super and Knasel (1981) and was used by Savickas (1997) in his career construction theory. According to Savickas (2013), people develop their own career by understanding their life patterns and their occupational personality. Additionally, adaptability reflects an individual's propensity to accept the changes that occur in their surroundings and that streamlines an active process of adaptation (Savickas, 2013; Tolentino, Garcia, Lu, Restubog, Bordia & Plewa, 2014). Career adaptability has various important aspects for career and job-related outcomes such as work engagement (Rossier, Zecca, Stauffer, Maggiori, & Daulwalder, 2012) lower turnovers, and job and career satisfaction (Chan & Mai, 2015). There has been an ongoing need to explore the formation process of career adaptability, and enrich our understanding on ways to improve and maintain adaptability resources in occupational settings (Hameed, Khan, Sabharwal, Arain, & Hameed, 2017).

Previous studies showed there is a strong relationship between career adaptability and proactive personalities. Proactive personalities are individuals who initiate personal actions to improve their environment (Bateman & Crant, 1993). Proactivity is a vital component of career adaptability

and leads individuals to take actions, which improve their career adaptability across circumstances (Tolentino et al., 2014; Öncel, 2014). However, this rationale is somewhat unclear and requires further exploration.

Contemporary work environments have become increasingly stressful and turbulent compared to more traditional environments. This phenomenon increases the need for individuals to develop a psychological state of resilience in order to remain adaptable and resilient when coping with career uncertainty (Bimrose & Hearne, 2012). A psychological state of resilience is the ability to 'bounce back' from any difficulty, stress, or trauma with a stronger sense of adaptability. Resilience is found to be a characteristic of proactive individuals and flexibility a product of circumstance, nurture and fortification (Luthans, Vogelgesang, & Lester, 2006). Proactivity impacts resilience by allowing individuals to adapt to a career more effectively through availing of opportunities and avoiding workplace stress (Nguyen, Kuntz, Näswall, & Malinen, 2016).

Theoretical Framework and Hypotheses

Proactive Personality and Career Adaptability

Proactive personality is defined by Bateman and Crant (1993) as a human's propensity to pursue responsibilities that are dynamic in nature and that generate a change in

one's environment. Proactivity is explained by Jiang (2016) as the tendency of an individual to pursue initiatives, which impact their immediate surroundings. Proactive personalities engage in purpose-driven activities until they see significant results from their efforts. Such individuals tend to have a vulnerable, optimistic orientation towards change (Parker, Williams, & Turner, 2006).

Proactive individuals recognize opportunities and make efforts to avail those opportunities to improve their situations. They also thrive on change and have an ability to manage profession-related changes. They are keen on finding changes which can help them develop in their careers and they consider the workplace as a centre where they can develop their proactive skills and pursue opportunities (Crant, 2000; Tolentino et al., 2014). Their ability to adjust to evolving vocation-related conditions and identify areas for improvement in their professional life, the proactive individual is able to make fruitful career decisions (Bocciardi, Caputo, Fregonese, Langher, & Sartori, 2017). Therefore, Tolentino et al. (2014) suggest that proactive people will actively engage in efforts to shape their work environment and develop resources for their own career adaptability.

Literature indicates a positive relationship between career adaptability and proactive personality, as demonstrated through studies on university and college students (Xie, Bagozzi & Gronhaug, 2015). Prior research also provides substantial insight into the various practices that are found in a proactive personality. For instance, Tolentino et al., (2014) found that students from Australian universities and colleges with higher proactivity characteristics were more likely to have stronger career adapt-

ability than those with less proactivity characteristics. Öncel (2014) distinguished solid and constructive connections of proactive personality with career adaptability. These discoveries have been repeated in other studies of universities and colleges of China (Cai et al., 2015). Prior studies also found evidence for the relationship between proactive personality and career adaptability for workers in China were a positive relationship was demonstrated between proactive personality and career adaptability (Jiang, 2016). Empirical studies further found the relationship between proactive personalities and anticipated career outcomes, such as career planning (Frese, Garst, & Fay, 2007), organization entry, socialization (Ashford & Black, 1996) and career success (Seibert, Kraimer, & Crant, 2001). Along with these studies, the relationship between proactive personalities and job-related outcomes such as job satisfaction (Crant, 2000) and leadership effectiveness has also been established (Bateman & Crant, 1993).

Therefore, people with proactive personalities more readily shape and adapt their careers as compared to those who lack proactivity in their personalities. Those with proactive personalities tend to also have the characteristics needed to adapt to situations and environments surrounding their careers. These characteristics include, concern, control, curiosity and confidence across career states (Savickas and Porfeli, 2012). As Savickas (2005; 2013) explained, concern is the degree to which individuals look ahead and get ready for their professional life. Control refers to the degree to which people fortify individual power and assume liability for professional activities by utilizing determination, struggle, and self-restraint. Curiosity indicates the

degree to which individual discover numerous ways for professional positions and circumstances for forming conceivable personalities and optional situations. Confidence indicates how a person feels about doing a particular job. These four parts of career adaptability work co-operatively to help individuals navigate and thrive through unforeseen changes in their professional career journey (Guan, Capezio, Restubog, Read, Lajom, Li, 2016).

Based on the theoretical and empirical assumptions derived from prior research, the following hypothesis is proposed:

***H1:** Proactive personality has a positive impact on career adaptability.*

Mediating Role of Resilience

Literature suggests that resilience is not inherent, but rather can be created and reinforced through personal efforts of self-examination and the acquiring of adaptability characteristics (Xie, Bagozzi & Gronhaug, 2015). Additionally, psychological resilience is found to be a constructive work-related personal characteristic (Luthans et al., 2006). Resilience is related to one's career in a way that enables individuals to exploit their personal adaptation skills and overcome career obstacles. Bimrose and Hearne (2012) argue that resilient people are those who focuses on continuous learning, adapting to change, manage their careers and reshape themselves according to job market needs. Resilient people, therefore, are potentially valuable resources for increasing the competitiveness of their organizations.

Proactive individuals are those who are relatively unconfined by their situational forces and envi-

ronmental changes (Crant, 2000). They can achieve work goals, can handle work-related problems and can make effective plans for adapting to their careers by utilising their personal resources. As Tolentino et al. (2014) find, there is a sturdy connection between career adaptability and proactive personality. Career adaptability generates those behavioural patterns, mind-sets and abilities that individuals use in modifying themselves according to the requirements of their professions (Savickas, 2013). Proactive individuals can use these skills of self-modification to adapt to changing circumstances along their career path. However, Nguyen, Kuntz, Näswall and Malinen (2016) argue that proactive personality is significantly associated with resilient behaviour, as resilient individuals have the ability to overcome difficulties. Therefore, it follows that proactive individuals having resilient behaviour can adapt within their careers more effectively than those who may be proactive but not resilient. In the light of above literature, the second hypothesis is proposed:

H2: Resilience mediates the positive relationship between career adaptability and proactive personality.

Moderating Role of Gender

Career adaptability is described as the self-administrative quality that people have and use to navigate present or future professional assignments (Savickas, 2002). Research about the moderating role of gender on intentions for expatriate careers found that women have a tendency to be more versatile than men do when it comes to adapting themselves for their careers. Women have a greater tendency than men to pursue

international careers (Ferreira, 2012; Buser & Niederle, 2012). Tharenou (2008) found that family commitments are the primary hindrances for women pursuing expatriate careers. Moreover, research also highlights that the embarkation of the decision to pursue an expatriate career is not only dependent on spouse and kids but also upon the influence of extended family members.

Female employees have a number of limitations that affect their pursuit of international assignments, that males may not experience, on account of the nature of the profession and its time requirements (Lyness & Thompson, 1997). Existing literature also demonstrated that having school-age children decreases opportunities to pursue an expatriate vocation (Van der velde, Bossink, & Jansen, 2005).

Based upon this literature, the third hypothesis is proposed:

H3: Gender moderates the negative relationship between career adaptability and intention for expatriate careers.

Mediating Role of Cultural Intelligence (CQ)

According to Tams and Arthur (2007), careers are becoming more globalized. In recent decades, individuals more frequently move across land, sea and cultural limits to accept employment opportunities (Iredale, 2001). This kind of expatriation from one country to another, typically to 'developed countries', without being sent by an employer is termed as self-initiated expatriation (Cerdin & Pargneux, 2010). The motivation behind this type of self-initiated expatriation is to acquire more stable career opportunities (Collings, Doherty, Luethy & Osborn, 2011).

Other factors are also important for evaluating personal proactivity, career adaptability and motivations for expatriation. Those with high meta-cognitive (CQ) are quite conscious of others' social inclinations before and throughout their communications (Brislin, 2006). Cognitive CQ reflects learning of the standards, exercises and traditions in various societies obtained from educational and individual encounters. This contains learning of the financial, lawful and cultural frameworks of various societies and sub-societies and understanding of essential structures of social ethics (Triandis, 1994). People with higher cognitive CQ comprehend similarities and differences among all societies (Brislin, 2006). Motivational CQ reflects one's capacity to direct responsiveness and energetic drive for finding out about and working in circumstances that have social differences. Kanfer and Heggstad (1997) found that motivational limits give instrumental control of effect, insight and conduct which encourage individuals to accomplish their objectives.

People with higher motivational CQ tend to seek out and thrive on cross-cultural and diverse environments (Bandura, 2002). As Hall (1959) highlighted, individual psychological capacities for social understanding and encouragement must be supplemented with a range of appropriate, socially-ethical, supportive verbal and non-verbal behaviours. People with high behavioural CQ display conditionally suitable behaviours built upon their wide scope of capacities (Gudykunst et al., 1988). Hence, we derive our multi-mediated model which has two mediators, "intention for expatriate career" and "cultural intelligence", hypothesized as:

H4: The relationship between the intention to pursue an expatriate

career and career adaptability is mediated positively by cultural intelligence, when a proactive personality is used as a predictor of intention to pursue an expatriate career.

H5: *Cultural intelligence mediates the positive relationship between intention to pursue an expatriate career and career adaptability.*

Methodology

Participants and Design

The respondents of this research were 297 Pakistani adult workers of different professions, including banking, construction, teaching, personal businesses, sales and marketing, administration, engineering, pharmaceutical, and telecommunication. The purpose of involving employees from different disciplines was to take the viewpoints of adult workers on their career adaptability, because career adaptability is not specific to any particular field or profession. Data was collected in two ways, through the internet and via printed copies of the questionnaire distributed to participants. The reason for collecting data using these two methods was to ensure diversity and a significant sample size of respondents. The questionnaire was first converted into an online survey form through a reliable online survey tool used collect data (Xie, Bagozzi & Gronhaug, 2015). The online survey tool was used to reach a wider audience within the country. The largest possible sample was sought in order to increase the generalizability of the research, which depends upon the sample's representation of the entire population (Hameed, Waris & Haq, 2019; Jiang, 2016; Le, Jiang, & Nielsen, 2016; Holland, Allen, & Cooper, 2013).

The consent form, which was provided to participants at the beginning of the questionnaire, specified that the identity of the participants would be kept confidential. Participation was voluntary and individuals could withdraw from the study at any time. The consent form also indicated that their responses are accessible only to the researcher. Participants who agreed to the consent form were required to respond to each item on the questionnaire before being directed to the next section. In this way, the whole questionnaire had complete information and there was no missing data. A comparable online approach has been utilized by numerous experts and has demonstrated reliability as shown by values of Cronbach's alpha (Holland, Allen, & Cooper, 2013; Jin, Ford, & Chen, 2013). The current study's sample consisted of 125 females (42.1%) and 172 males (57.9%). Respondents originated from diverse age groups ranging from less than 21 years (n=20, 6.7%), 21-30 year (n=238, 80.1%), 31-40 years (n=25, 8.4%), 41-50 years (n=9, 3.0%), and 51 years and above (n=5, 1.7%). Educational qualifications of the respondents were also stretched into different categories, as presented in Table 1.

Measures

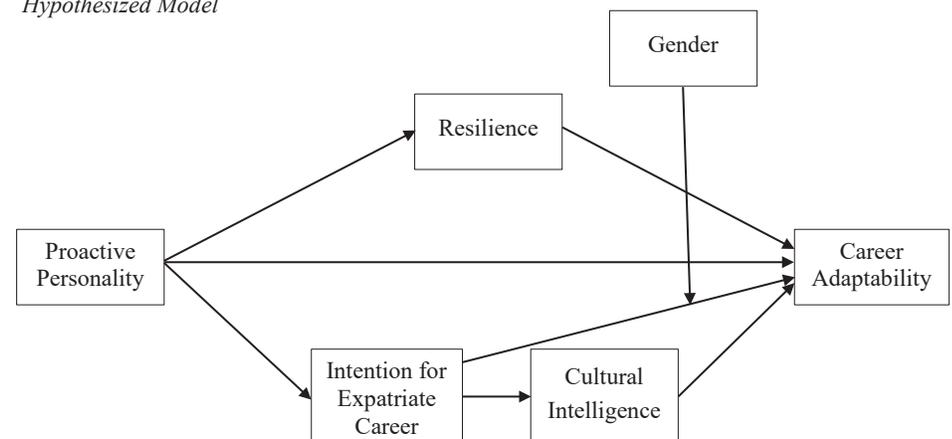
The questionnaire utilized a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Career Adaptability. A twenty-four item scale of career adaptability was adopted from the career adaptability scale (CAAS) and the Korea form (Tak, 2012). CAAS comprises four components, including, concern, control, curiosity, and confidence. Reliability for the Korean form is relatively high as compared to the international version of the CAAS (0.93) and the sub factors demonstrate reliabilities as concern: 0.85, control: 0.80, curiosity: 0.82 and confidence: 0.84.

Proactive Personality. Items relating to a proactive personality were adapted from the work of Bateman and Crant (1993). From the entire scale, four questions were used to measure proactive personalities, which had continuous higher factor loading throughout the different samples with a factor loading of 0.60. The statements used for the study included: *'I am always looking for better ways to do things'*, *'Nothing is more exciting than seeing my ideas*

Figure 1

Hypothesized Model



turn into reality', 'If I see something I don't like, I fix it' and 'If I believe in an idea, no obstacle will prevent me from making it happen'.

Intention for expatriate careers. Intention for expatriate career in the study is being measured through a two-item scale modified from Lee, Wong, Foo and Leung (2011), demonstrating a Cronbach alpha of 0.86. This approach has also been used in prior studies (Presbitero and Quita, 2017). The statements used for the study included: 'I have always wanted to relocate and work overseas' and, 'If I have the opportunity, I would work and build my career in another country'.

Resilience. Resilience in the current study was measured through the Connor and Davidson's (2003) study, demonstrating a Cronbach alpha of 0.89 for full scale. The full scale contained 25 items to measure resilience. However, this study used the four items which had the highest factor loadings. The statements used for the study included: 'I can adapt changes easily', 'I can deal with whatever comes in my way', 'My past success gives confidence for new challenge', and 'I believe in close and secure relationships'.

Cultural intelligence (CQ). Cultural intelligence was measured through the scale of Ang, Dyne, Koh, Ng, Templer, Tay and Chandrasekar, (2007), which measures cultural intelligence through four constructs. The cultural intelligence scale comprises the dimensions of meta-cognitive CQ having alpha of 0.71, cognitive CQ having alpha of 0.85, motivational CQ having alpha of 0.71 and behavioural CQ having alpha of 0.83.

Table 1
Respondents' Profile

Variable		Number	Percentage
Gender	Male	172	57.9
	Female	125	42.1
Age	Less than 21 years	20	6.7
	21 to 30 Years	238	80.1
	31 to 40 Years	25	8.4
	41 to 50 Years	9	3.0
	51 years and above	5	1.7
Income (Rs.: Pakistan Currency Rupees)	Up to Rs. 25,000	131	44.1
	Rs. 25,000 to 50,000	95	31.9
	Rs. 50,000 to 75,000	42	14.1
	Rs. 75,000 to 100,000	11	3.5
	Rs. 100,000 & above	18	6.1
Profession	Banker	20	6.7
	Doctor	10	3.4
	Engineer	45	15.2
	Teacher	27	9.1
	Own Business	25	8.4
	Others	170	57.2
Education	Matriculation/O-level	9	3.0
	Intermediate/A-level	8	2.7
	Bachelors	136	45.8
	Masters	131	44.1
	MS/MPhil	24	26
	Doctoral	13	4.4

Results

Descriptive Statistics

Proactive personality (Mean = 3.97, SD = 0.76) has the highest skewness (-0.17), and resilience (Mean = 3.95, SD = 0.73) has the lowest skewness (-0.91). Kurtosis for four items is positive although only one item has a negative kurtosis. Proactive personality has the highest kurtosis i.e., 3.85 (Mean = 3.97, SD = 0.76) and intention for expatriate

career has the minimum value of kurtosis i.e., -0.57 (Mean = 3.48, SD = 1.20).

Reliability of the Constructs

As mentioned in the methodology section, the scales used in the current study contained items that were formerly used and tested by different authors. The reliabilities and validities of these items were also established previously as cited in the methodology section. The reliabilities were regenerated in the framework

of the current research with all 297 respondents. These results are listed in Table 2.

Table 2 shows that the reliability of cultural intelligence is highest ($\alpha = 0.876$, Mean = 4.311, SD = 0.830) whereas reliability for the proactive personality is lowest ($\alpha = 0.678$, Mean = 1.213, SD = 0.222). Reliability values of all the constructs were greater than 0.6, which are within the satisfactory range. This suggests that the selected items have coherent reliability and internal consistency.

Correlation

Correlation analysis was applied to gauge the relationship between the variables and to determine the existence of multicollinearity between the variables. The results are summarized in Table 3.

Table 3 demonstrates that the correlation between intention for expatriate career (Mean = 3.48, SD = 1.20, N = 297) and career adaptability (Mean = 4.05, SD = 0.65, N = 297) is weakest ($R = 0.16$, $p = 0.0 < 0.01$). Correlation of proactive personality (Mean = 3.97, SD = 0.76, N = 297) and career adaptability (Mean = 4.05, SD = 0.65, N = 297) is highest ($R = 0.601$, $p = 0.0 < 0.01$), followed by resilience (Mean = 3.95, SD = 0.73, N = 297, $R = 0.567$, $p = 0.0 < 0.01$) and then by cultural intelligence (Mean = 3.59, SD = 0.69, N = 297, $R = 0.494$, $p = 0.0 < 0.01$). Correlation for intention for expatriate career (Mean = 3.48, SD = 1.20, N = 297) and cultural intelligence (Mean = 3.59, SD = 0.69, N = 297) is highest ($R = 0.294$, $p = 0.0 < 0.01$), followed by resilience (Mean = 3.95, SD = 0.73, N = 297, $R = 0.223$, $p = 0.0 < 0.01$) and weakest with a proactive personality (Mean = 3.97, SD = 0.76, N = 297, $R = 0.144$, $p = 0.0 < 0.01$). Cultural

intelligence (Mean = 3.59, SD = 0.69, N = 297) is correlated with resilience (Mean = 3.95, SD = 0.73, N = 297) at $R = 0.527$, $p = 0.0 < 0.01$ and with a proactive personality (Mean = 3.97, SD = 0.76, N = 297) at $R = 0.495$, $p = 0.0 < 0.01$. Whereas, Cultural intelligence (Mean = 3.59, SD = 0.69, N = 297) and proactive personality (Mean = 3.97, SD = 0.76, N = 297) are correlated at $R = 0.438$, $p = 0.0 < 0.01$. The correlations suggest that the constructs are distinctive and unique.

Hypotheses Testing

Hypothesis 1. Results of the regression analysis demonstrated that proactive personality significantly predicted career adaptability ($\beta = .567$, $p < 0.001$). Hence, our first hypothesis for the current study, that proactive personality has a significantly positive impact on career adaptability, has been supported by the data.

Hypothesis 2. Beta value for the hypothesis is 0.2, demonstrating that with one unit change in resilience; career adaptability will increase by 20 percent. The confidence interval of bootstrapping contains both positive values. The lower value is 0.1 and the upper value is 0.2, which clearly demonstrates that zero does not lie in the confidence interval. Therefore, resilience mediates the positive and significant relationship between proactive personality and career adaptability.

Hypothesis 3. The Beta value for the hypothesis is 0.1, demonstrating that with one unit change in cultural intelligence, career adaptability will increase by 10 percent. The confidence interval of bootstrapping have both positive values. The lower value is 0.0 and the upper value is 0.1.

Hence, cultural intelligence mediates the positive and significant relationship between intention for expatriate career and career adaptability.

Hypothesis 4. The relationship between intention for expatriate career and career adaptability is further mediated by cultural intelligence. This is a multi-mediated model which is tested by using the "Process" model developed by Hayes and Preacher (2014).

The indirect path 2 serves as a comprehensive model, having two mediators. In a case where cultural intelligence is taken as a second mediator, the upper boundary (0.1) and lower boundary (0.0) are both positive and in the same direction. The indirect effect of the independent variable (through mediator) supports our hypothesis. Therefore, intention for expatriate career and career adaptability is mediated positively by cultural intelligence, when a proactive personality is used as a predictor of intention for pursuing an expatriate career.

Hypothesis 5. The beta value for hypothesis 5 is 0.1, demonstrating that with a one-unit change in cultural intelligence, career adaptability will increase by 10 percent. The confidence interval of bootstrapping have both the positive values. The lower value is 0.0 and the upper value is 0.1. Hence, cultural intelligence mediates the positive and significant relationship between intention for pursuing an expatriate career and career adaptability.

Conclusion, Implications, Limitations & Future Research

This research study finds a high degree of resilience in proactive individuals. These individuals may

Table 2
Reliability of the Constructs

Constructs	Cronbach's Alpha	Cronbach's Alpha on standardized item	No of items	Mean	S.D
Career Adaptability	0.803	0.86	12	4.85	0.77
Proactive personality	0.678	0.68	03	1.21	0.22
Intention for expatriate career	0.77	0.77	02	0.69	0.23
Resilience	0.668	0.68	04	1.57	0.29
Cultural intelligence	0.876	0.87	12	4.31	0.83

Table 3
Correlations

Construct	CA	IE	RE	CQ	PP
Career adaptability	1	-			
Intention for expatriate career	.169	1	-		
Resilience	.567	.223	1	-	
Cultural intelligence	.494	.294	.527	1	-
Proactive personality	.601	.144	.495	.438	1

not have these qualities innately, but the tendency of being resilient can be developed at any stage of life. Moreover, the individuals with high proactivity as compared to their low proactive colleagues can also develop this tendency, which facilitates the development of career adaptability and intentions to adapt to a career as an expatriate.

Individual-level factors such as career adaptability and cultural intelligence also contribute towards the formation of the intention of pursuing an expatriate career. These findings have theoretically and empirically extended career construction theory, proactive personality theory, and

the resilience model to amplify the sophisticated process of developing adaptability resources in the career path. The findings of this study provide insight to scholars interested in exploring expatriate careers and may guide career counsellors to further understand the dynamics of expatriation.

Theoretical Implications

Former studies have observed the impact of variables, such as ‘thriving’, to discover the impact of a proactive personality on career adaptability (Jiang, 2016). Such studies provided valuable insights about intentions for pursuing an

expatriate career. The purpose of the Jiang’s (2016) study was to examine the relationship between the desire to work abroad and an individual’s adaptive resources used to build up their professional careers. Moreover, career adaptability, as a self-administrative ability, is considered to be strengthened by an individual’s intercultural ability and social aptitude (Presbitero and Quita, 2017). There is no available research which examined the effect of a proactive personality on career adaptability by measuring the impact of resilience and then how a proactive personality can shape an individual’s intention for pursuing an expatriate career. Further question arises about the relationship between expatriate career intentions and cultural intelligence.

This current study builds upon existing literature by highlighting other personal variables and identifying resilience as the outcome of a proactive personality. The current study also finds that a proactive personality endows professional adjustment and expectation by regulating the impact of cultural intelligence on these goals to develop an expatriate career.

This research utilized an example of Pakistani adult specialists to examine the relationships between proactive personality, resilience, career adaptability, intention for pursuing an expatriate career, cultural intelligence and gender. The framework for this research was reasonable and fitting given that Pakistan has distinctive expectations for males and females with regard to pursuing an expatriate career. In accordance with past studies (Jiang, 2016; Öncel, 2014; Tolentino et al., 2014), this current study observed a constructive connection between proactive personality and career adaptability.

Building on earlier research conducted on these topics, this study affirms the hypothetical notion that the qualities of a proactive identity are adjusted to individual support centres in professional development theories (Savickas, 2002; Tolentino et al., 2014). This current research additionally exhibits that, while career adaptability can impact the intention to pursue an expatriate career, cultural intelligence, or the individual capacity to work adequately in new social spheres (Earley & Ang, 2003), can further enhance the possibilities of achieving an expatriate career. Moreover, resilience will increase the likelihood of adapting to the stresses encountered while immersing in a new culture and a proactive personality will be an indicator of one's intention to pursue an expatriate career. Furthermore, previous studies indicate that men are more willing and likely to pursue expatriation than women due to family concerns and obligations (Tharenou, 2008). Female employees have been found to have more limitations on pursuing international assignments than male employees on account of the nature of certain professions and concerns for lengthy time-based obligations (Lyness & Thompson, 1997). Prior studies also highlight how having school-age children decreases the chances of pursuing an expatriate career (Van der velde, Bossink, & Jansen, 2005). However, this current study suggests that gender does not influence the intention to pursue an expatriate career or career adaptability. Although, females in Pakistan are still less likely than males to pursue expatriate careers.

Practical Implications

This research further proposes a realistic approach for profession-

al advocates. First, consistent with prior research (Tolentino et al., 2014), the current discoveries propose that the thought of proactive personality and resilience is critical when facilitating workers and creating opportunities to facilitate them to improve resources for career adaptability. For instance, career counsellors may plan further assistance during the design of any career adaptability improvement programs, while keeping in mind each worker's proactive personality and capacity for resilience. The findings of this study may also help career counsellors to strategize more active involvements to enhance employees' career adaptability and their intentions to adapt their career as an expatriate.

Limitations of the study and Future Research

Initially, to test the variables only selected items were used rather than a full scale of constructs. Future research could use the full scales to measure each construct so that more insights can be gathered for better results. The second limitation of the study was the greater participation of the young workers ranging from (21 to 30 years), lowering the response rate of 80%. However, the same age group has been used in some of the most recent studies (e.g., Linkeš, Ezekiel, Lerch and Meadows, 2018). The quality of the research could be further improved with a larger sample size, expanding to other age groups for a better understanding of career adaptability and proactive personality across age and generations.

Future studies could also look into the relationship between proactive personalities and actual adaptation to a career as an expatriate. Resilience could also be further explored to examine its effect on stress-

es encountered during expatriation. Studies could also further explore the impact of gender on intentions for pursuing an expatriate career.

Future research may also examine the effect of age on intention to pursue an expatriate career, as personal needs and physical capabilities may change with respect to age. Lastly, future studies could introduce new variables, such as commitment, identification and emotional intelligence, as mediators to further help understand the effects of a proactive personality on career adaptability.

References

- Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance. *Management and Organization Review*, 3(3), 335–371.
- Ashford, S. J., & Black, J. S. (1996). Proactivity during organizational entry: The role of desire for control. *Journal of Applied Psychology*, 81(2), 199.
- Bandura, A. (2002). Social cognitive theory in cultural context. *Applied Psychology*, 51(2), 269–290.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, 14(2), 103–118.
- Bimrose, J., & Hearne, L. (2012). Resilience and career adaptability: Qualitative studies of adult career counseling. *Journal of Vocational Behavior*, 81(3), 338–344.
- Bocciardi, F., Caputo, A., Fregonese, C., Langher, V., & Sartori, R. (2017). Career adaptability as a strategic competence for career development: An exploratory study of its key predictors. *European Journal of Training and Development*, 41(1), 67–82.
- Brislin, R. (2006). Cultural Intelligence: Understanding Behaviors that Serve People's Goals. *Group & Organization Management*, 31(1), 40–55.
- Buser, T. (2012). Source (or part of the following source): Type PhD thesis Title Essays in behavioural econom-

- ics. Retrieved from <http://dare.uva.nl/document/2/109450>
- Cai, Z., Guan, Y., Li, H., Shi, W., Guo, K., Liu, Y., & Hua, H. (2015). Self-esteem and proactive personality as predictors of future work self and career adaptability: An examination of mediating and moderating processes. *Journal of Vocational Behavior, 86*, 86–94.
- Cerdin, J.-L., & Pargneux, M. L. (2010). Career anchors: A comparison between organization-assigned and self-initiated expatriates. *Thunderbird International Business Review, 52*(4), 287–299.
- Chan, S. H. J., & Mai, X. (2015). The relation of career adaptability to satisfaction and turnover intentions. *Journal of Vocational Behavior, 89*, 130–139.
- Collings, D. G., Doherty, N., Luethy, M., & Osborn, D. (2011). Understanding and supporting the career implications of international assignments. *Journal of Vocational Behavior, 78*(3), 361–371.
- Connor, K. M., & Davidson, J. R. T. (2003). Development of a new resilience scale: The Connor-Davidson Resilience Scale (CD-RISC). *Depression and Anxiety, 18*(2), 76–82.
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management, 26*(3), 435–462.
- Doherty, N., Richardson, J. & Thorn, K. (2013). Self-initiated expatriates and self-initiated expatriation: Clarification of the research stream. *Career Development International, 18*(1), 97–112.
- Earley, P.C., & Ang, S. (2003). *Cultural intelligence: Individual interactions across cultures*. Stanford, CA: Stanford University Press.
- Ferreira, N. (2012). *Constructing a psychological career profile for staff retention*. Unpublished Doctoral dissertation, University of South Africa, Pretoria, South Africa.
- Frese, M., Garst, H., & Fay, D. (2007). Making things happen: Reciprocal relationships between work characteristics and personal initiative in a four-wave longitudinal structural equation model. *Journal of Applied Psychology, 92*(4), 1084.
- Guan, P., Capezio, A., Restubog, S. L. D., Read, S., Lajom, J. A. L., & Li, M. (2016). The role of traditionality in the relationships among parental support, career decision-making self-efficacy and career adaptability. *Journal of Vocational Behavior, 94*, 114–123.
- Gudykunst, W. B., Ting-Toomey, S., & Chua, E. (1988). Culture and interpersonal communication. Newbury Park, Calif: Sage.
- Hall, E. T. 1959. *The silent language*. New York: Doubleday.
- Hameed, I., Khan, A. K., Sabharwal, M., Arain, G. A., & Hameed, I. (2017). Managing successful change efforts in the public sector: An employee's readiness for change perspective. *Review of Public Personnel Administration, 0734371X17729869*.
- Hameed, I., Waris, I., & ul Haq, M. A. (2019). Predicting eco-conscious consumer behavior using theory of planned behavior in Pakistan. *Environmental Science and Pollution Research, 26*(15), 15535–15547.
- Hayes, A. F., & Preacher, K. J. (2014). Statistical mediation analysis with a multicategorical independent variable. *British Journal of Mathematical and Statistical Psychology, 67*(3), 451–470. <https://doi.org/10.1111/bmsp.12028>
- Holland, P. J., Allen, B. C., & Cooper, B. K. (2013). Reducing burnout in Australian nurses: the role of employee direct voice and managerial responsiveness. *The International Journal of Human Resource Management, 24*(16), 3146–3162.
- Iredale, R. (2001). The migration of professionals: Theories and typologies. *International Migration, 39*, 7–26.
- Jiang, Z. (2016). Proactive personality and career adaptability: The role of thriving at work. *Journal of Vocational Behavior, 98*, 85–97.
- Jin, J. F., Ford, M. T., & Chen, C. C. (2013). Asymmetric Differences in Work–Family Spillover in North America and China: Results from Two Heterogeneous Samples. *Journal of Business Ethics, 113*(1), 1–14.
- Kanfer, R., & Heggstad, E. D. 1997. Motivational traits and skills: A person-centered approach to work motivation. *Research in Organizational Behavior, 19*, 1–56.
- Linkeš, S., Ezekiel, F., Lerch, A., & Meadows, K. N. (2018). Group Career Counselling for International Students: Evaluation and Promising Practices. *Canadian Journal of Career Development, 17*(2), 45–58.
- Le, H., Jiang, Z., & Nielsen, I. (2016). Cognitive Cultural Intelligence and Life Satisfaction of Migrant Workers: The Roles of Career Engagement and Social Injustice. *Social Indicators Research, 139*(1), 237–257.
- Lee, L., Wong, P. K., Foo, M. D., & Leung, A. (2011). Entrepreneurial intentions: The influence of organizational and individual factors. *Journal of Business Venturing, 26*(1), 124–136.
- Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing the Psychological Capital of Resiliency. *Human Resource Development Review, 5*(1), 25–44.
- Öncel, L. (2014). Career Adapt-Abilities Scale: Convergent validity of subscale scores. *Journal of Vocational Behavior, 85*(1), 13–17.
- Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology, 91*(3), 636–652.
- Presbitero, A., & Quita, C. (2017). Expatriate career intentions: Links to career adaptability and cultural intelligence. *Journal of Vocational Behavior, 98*, 118–126.
- Rossier, J., Zecca, G., Stauffer, S. D., Maggiori, C., & Dauwalder, J.-P. (2012). Career Adapt-Abilities Scale in a French-speaking Swiss sample: Psychometric properties and relationships to personality and work engagement. *Journal of Vocational Behavior, 80*(3), 734–743.
- Rutter, M. (2006). Implications of Resilience Concepts for Scientific Understanding. *Annals of the New York Academy of Sciences, 1094*(1), 1–12.
- Savickas, M. L. (1997). Career adaptability: An integrative construct for life-span, life-space theory. *The Career Development Quarterly, 45*(3), 247–259.
- Savickas, M. L. (2002). Career construction: A developmental theory of vocational behavior. In D. Brown (Ed.), *Career choice and development* (4th ed., pp. 255–311). San Francisco, CA: Jossey-Bass.
- Savickas, M. L. (2005). The theory and practice of career construction. In S. D. Brown & R. W. Lent (Eds.), *Career development and counselling: Putting theory and research to work* (pp. 42–70). Hoboken, NJ: Wiley.
- Savickas, M. L. (2013). Career construction theory and practice. In S. D. Brown & R. W. Lent (Eds.), *Career development and counselling: Putting theory and research to work* (2nd ed., pp. 147–183). Hoboken, NJ: John Wiley & Sons.
- Savickas, M. L., & Porfeli, E. J. (2012). Career Adapt-Abilities Scale: Construction, reliability, and measurement equivalence across 13 countries. *Journal of Vocational Behavior, 80*(3), 661–673.

- Seibert, S. E., Kraimer, M. L., & Crant, J. M. (2001). What do proactive people do? A longitudinal model linking proactive personality and career success. *Personnel Psychology, 54*(4), 845–874.
- Super, D. E., & Knasel, E. G. (1981). Career development in adulthood: Some theoretical problems and a possible solution. *British Journal of Guidance & Counselling, 9*(2), 194–201.
- Tak, J. (2012). Career Adapt-Abilities Scale — Korea Form: Psychometric properties and construct validity. *Journal of Vocational Behavior, 80*(3), 712–715.
- Tams, S., & Arthur, M. B. (2007). Studying careers across cultures: Distinguishing international, cross-cultural, and globalization perspectives. *Career Development International, 12*(1), 86–98.
- Tharenou, P. (2008). Disruptive decisions to leave home: Gender and family differences in expatriation choices. *Organizational Behavior and Human Decision Processes, 105*(2), 183–200.
- Tolentino, L. R., Garcia, P. R. J. M., Lu, V. N., Restubog, S. L. D., Bordia, P., & Plewa, C. (2014). Career adaptation: The relation of adaptability to goal orientation, proactive personality, and career optimism. *Journal of Vocational Behavior, 84*(1), 39–48.
- Triandis, H. C. 1994. *Culture and social behavior*. New York: McGraw Hill.
- Van der Velde, M. E. G., Bossink, C. J. H., & Jansen, P. G. W. (2005). Gender differences in the determinants of the willingness to accept an international assignment. *Journal of Vocational Behavior, 66*(1), 81–103.
- Xie, C., Bagozzi, R. P., & Gronhaug, K. (2015). The role of moral emotions and individual differences in consumer responses to corporate green and non-green actions. *Journal of the Academy of Marketing Science, 43*(3), 333–356.
- Zacher, H. (2015). Daily manifestations of career adaptability: Relationships with job and career outcomes. *Journal of Vocational Behavior, 91*, 76–86.