



Linking Empowering Leadership and Career Satisfaction to Career Commitment: The Mediating Role of Job Crafting

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ABSTRACT

The intention of this research is to understand link of empowering leadership and career satisfaction to career commitment by using job crafting as a mediator in employees of business sector of Bahawalpur, Pakistan. In this study 340 questionnaire were distributed to the employees of the business sectors (banking & SMEs) of Bahawalpur, 294 questionnaires were received. The data is collected from top management of the organizations, senior management, middle management, and junior staff. Quantitative approach was used in the research. Results showed that 33.7 % Variance was caused by the independent variables in career commitment. The result indicated that empowering leadership and career satisfaction have significant and positive relationship with career commitment. Results of Andrew F. Hayes show that Job crafting mediates between independent variables and career commitment. The result of the study found that there is a significant contribution of career satisfaction and empowering leadership behavior in organizations that influence overall performance of employees, their work attitude and employee behavior at workplace, empowering leadership behavior results in achieving the organizational goals and objectives timely and gain competitive advantages.



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1. Introduction

In organizational study, job crafting has gained growing interest, and previous findings showed that job crafting may have certain beneficial consequences for employees and institutions, study is uncommon on the happiness consequences of job crafting other than career burnout and commitment. (Bakker, Rodríguez Muñoz, & Vergel, 2016; Harju, Hakanen, & Schaufeli, 2016; Petrou, Demerouti, & Schaufeli, 2015). In relation, structures associated with career commitment have been experimentally connected to empowering leadership, such as interpersonal empowerment (Boudrias et al., 2010) and also in-role attitudes (Raub & Robert, 2010). A productive association between empowering leadership and imagination, identified by DiLiello and Houghton, was discovered by Zhang and Bartol (2010) (2006, p. 321) "as the creation of new, relevant and practical concepts by entities or small groups." Evidently, empowering leadership appears to be correlated in institutions with major outcome variables. Nonetheless, the structures by which empowering leadership operates are less evident. With this topic in mind, by addressing self-leadership and relational control in the empowerment process, the next section explores the experience of the individual subordinate more extensively. There is a lack of empirical proof, considering the fact that this coherence is explicitly defined in the philosophical literature (e.g., Houghton & Yoho, 2005). There are

exceptions, however, in Amundsen and Martinsen (2014) and Tekleab et al., (2008) who discovered a good connation among empowering leadership and self-leadership, and in Yun et al., (2006), who discovered that empowering leadership impaired self-leadership for employees who wanted more control.

In Pakistan, study of Soomro et al., (2018) have researched on the career commitment and career satisfaction of employees in banking sector. Most of the employees had a problem with their career due to lack of managerial interventions. Employees are considered to be the backbone of every organization, and this is the part of modern human resource management. Employees could become a resource for their company only if they are dedicated to their career and organization (Hendrickson, 2003). The key aim of this research is to address the correlation of job crafting among empowering leadership and career satisfaction on career commitment of employees of banking sector and SMEs. Another problem of the employees was the work-life balance conflicts that reduce their performance and they cannot work according to their duties in the Banks and other organizations. The key aim of this research is to address the correlation of job crafting among empowering leadership and career satisfaction on career commitment of employees of banking sector and SMEs. Empowering leadership in any organization is important and it helps in mentoring and supporting employee development to create a good relationship with employees (Deci et al., 2017). The researches objectives of the research are to conclude connection between empowering leadership and career commitment. It also concludes relationship between career satisfaction and career commitment. The study observes whether job crafting mediates the relationship between empowering leadership and career commitment. This research also observes whether job crafting mediates the relationship between career satisfaction and career commitment.

2. Theoretical Background and Hypotheses

2.1. Empowering Leadership Behaviors

Wang (2018) described empowering leadership as conduct that motivates followers to accomplish an impressive degree of performance. Further exploring strategies to promote leadership on subordinate actions and attitudes in the Chinese framework; an indigenous measure of empowerment of leadership has been further developed. (H. WANG, WU, ZHANG, & Chao, 2008). Six dimensions of empowering leadership behaviors include encouragement for professional growth, process management, delegation of authority, influence over results, involvement in job training (H. WANG et al., 2008). Empowering a leader means granting workers equal control, which can support workers, feel accountable and encourage them to accomplish their goals. (Vecchio, Justin, & Pearce, 2010). In particular, committee of power and involvement in choice-building can boost the ability of employees to self-determination and the sense of superiority of employees, Which can improve employee willingness to take part in the work (Deci, Olafsen, & Ryan, 2017; Stone, Deci, & Ryan, 2009; Zhang & Bartol, 2010). Empowering leadership is implemented as it increases quality and institutional productivity by providing greater versatility in administration and improving the self-efficacy of workers, thus reducing their mind-set of impotence (Conger & Kanungo, 1988). Thun and Bakker (2018) characterize empowering leadership as encouraging a staff member for distributing strength and by offering help for the worker's turn of events.

2.2. Social Exchange Theory

Social exchange theory (SET) is one of the theory can be used to describe the relationship between employee-employer. Homan, who described social exchange as "the exchange of direct or indirect activity, with more or less monetary compensation, between at least two people," initially introduced SET in 1961. In 1964, other theorist, especially Peter M. Blau, continued to write about SET in addition to Homans' work and focused primarily on technical, economic research, while Homans concentrated particularly on psychology and individual behavior. This theory suggests that the comparison of substitutions is based on cost and benefit analysis of all human relationships. In reality, the dyadic relationship depends on trust, duties and responsibilities (Tansky & Cohen, 2001). This theory therefore postulates that social and economic exchanges are the foundation of all relationships between human beings.

2.3. Job Crafting

Job crafting described as "employees make neurobehavioral improvements to their job's mission or social boundaries(Wrzesniewski & Dutton, 2001).Changing work limits is about modifying the type or quantity of job tasks. That is, workers prefer to perform less, more, or other duties other than those specified in their standardized job portrayal. Changing relationship borders requires maintaining influence over social interactions in organizations, which entails modifying the scope and amount of worker relationships. Employees, for example, can avoid fellow workers they dislike or improve chances to meet new consumers(Wrzesniewski & Dutton, 2001). The top category of job crafting recognized in JD-R hypothesis is marked "job demands" and suggests such parts in the job which require supported physical or potentially mental exertion or abilities (Thun & Bakker, 2018). Along these lines, job loads are related with certain physical or mental expenses. Examples of job crafting are overwhelming remaining problem and openly requesting communications with clients. Building conflicts regarding to connections between job demands and work results, Goodall, (2018) demonstrated that some job crafting (e.g., job vagueness, insecurity) were identified with negative work results, for example, turnover, on the other hand job crafting (e.g., pressure of time, number of tasks/tasks) were identified with positive work results, for example, work satisfaction. Therefore, depending upon the interest was examined; there was a favorable or unfavorable correlation between work criteria and job outcomes. Job requirements that need greater employee commitment and can contribute to workplace fulfillment are referred to as difficult job problems. (Natrajan, 2019), though job crafting that require expanded exertion and are identified with unfavorable job results are called hindering job difficulties. These job stresses block the worker in accomplishing objectives (Kim et al., 2018). The modern viewpoint of job reconstruction and the procedure of individuals preemptively defining the limitations of a work is called job crafting (Wrzesniewski & Dutton, 2001). Job crafting is a particular type of constructive action and a philosophy of deliberately redeveloping one's individual job (Wrzesniewski & Dutton, 2001). A job is characterized as a particular task and personal relationships expected for an individual within an entity. Employees change elements of their employment individually during work formation with the ambition of achieving an enhanced well linking the job requirements and the desires, abilities and interests of their own employees (Berg, Dutton, & Wrzesniewski, 2008). It's necessary to notice that creation of jobs focuses only on certain elements of a work and does not plan to reinvent it to the full (Berg et al., 2008).

2.4. Career satisfaction

Employee satisfaction is an significant and necessary indicator of their job performance (Greenhaus, Parasuraman, & Wormley, 1990; Nabi, 1999). Career satisfaction is generally characterized in terms of an institution's internal and external values, that contain elements such as pay, success and growth possibilities accessible to a worker (Kong, Cheung, & Song, 2012). Career satisfaction is characterized as the stage of individual satisfaction with achievement and progress through the career chosen, which leads to achievement (Greenhaus et al., 1990). The degree of employment satisfaction by someone's career choice is known as career satisfaction(Fu, 2010; Srikanth & Israel, 2012). Srikanth and Israel (2012) found that high efficiency; work pressures, high obligations, and appreciation awarding would contribute to high organizational career satisfaction. Employees develop skills as they are happy with their work and are searching for prospects for career advances(Srikanth & Israel, 2012).Wang & Demerouti (2016) proposed that job satisfaction is characterized by an expert's quick workplace and their manager (for example "I am content with my present workplace") and career satisfaction is characterized by the decision of career and how the job experience had secured that decision (for example "I am happy with my decision of profession"). Job and career satisfaction both can be affected by the culture of organization, Qian et al., (2018) found that the connection between the worker satisfaction and four kinds of organizations culture, is certain and remarkable. Two significant elements that are impacted from the firm culture are trust of employees in the institutes 'apex leadership and career satisfaction (Vella-brodrick, 2013). Career satisfaction among health executives often affects work participation. This is because the workers who fit into the role said that they would have the courage to carry out the challenge to achieve high success in the organization(Chen, Myrtle, Liu, & Fahey, 2011).

2.5. Career Commitment

Staff career commitment was described as a mentality that linked person with enterprise (Yahya & Tan, 2015). Career commitment is described as 'Intensity of someone's encouragement to do task in a career position chosen' (Hall, 1971). Shifting job conditions and the rapidity of careers in organizations have caused workers to demonstrate greater dedication to their jobs and maybe less provisional loyalty with their firms (Noordin, Williams, & Zimmer, 2002). Career commitment is becoming an essential foundation of work importance and stability as companies grow thicker and are less likely to provide stable works (Aryee, Chay, & Tan, 1994). Experience grown from skilled practices and behavior for the duration of the life of an individual is called a career (Ahmed, 2017). It is also stated that career commitment can be described as a nature towards the profession of an employee (B. Wang et al., 2019) or an emotional reaction of people to their expert professions. As indicated by Hall (2016), career commitment is a person's inspirational force and stable way calling to satisfy the ideal profession job. Career commitment is deciding the person's career objectives, joining with these career objectives and differentiates itself with these objectives (Jabeen & Isakovic, 2018). Despite the fact that disappointment level with the organization is high, people may choose to keep on working in the organization because of their career (Wipulanusat et al., 2018). People who have higher career commitment are encouraged with their career desires and objectives (Joo et al., 2017). Career commitment of the individuals is not linked with their organizational duty (Peng, 2018).

2.6. Empowering Leadership and Career Commitment

Employees who believe they are in control of their positions are more likely to be dedicated to their jobs. Career commitment refers to how motivated people are to work and remain in a particular field or position (Hall, 1971) which includes professional growth, personality, and resistance (Carson & Bedeian, 1994; London, 1983). Career stability, a term often used interchangeably with career commitment, is shaped by contextual variables such as encouragement of freedom, possibilities to show success, and possibilities for personal control and judgment, all of which are functionally part of empowerment, according to London's (1983) model of career motivation. Because empowered employees have a greater degree of control and judgment in their work, they may participate in the task decision making, further strengthening the match among themselves and their job. Employee pledge to the organization is linked to employee fit (Meta research by Verquer et al. 2003), and we want it to be related to career commitment as well. If workers see themselves as good in their chosen profession, they are more likely to become more and more committed to that profession and to connect with their role in their career (Öncel, 2014). Therefore the researcher develops following hypothesis.

H1: There is a significant relationship between Career Commitment and Empowering Leadership

2.7. Career Satisfaction and Career Commitment

According to Gupta et al., (1992), career satisfaction among workers in the information centre influences career commitment and turnover intent. Likewise, a survey of professional workers from a number of background occupations and associations found that career satisfaction is strongly related to career commitment (Poon, 2004). Fu (2010) suggested that career satisfaction among information technology professionals (ITPs) is a good predictor of career commitment ($\beta = 0.48$, $p\text{-value} < 0.01$). Therefore, Fu (2010) emphasized that a greater career commitment was displayed by people who expected greater career satisfaction. An analysis of the education sector was conducted by Lee, Carswell & Allen (2000) and found that career satisfaction is correlated with career commitment. According to Poon (2004), individuals who are strongly committed to their career are more likely to set career goals and perform well in the organization. On the basis of the findings the researcher develops the following hypothesis.

H2: There is a significant relationship between Career Commitment and Career Satisfaction

2.8. Empowering Leadership and Job Crafting

Study on job crafting has concentrated on its beneficial effect, but its context is not superior known, other than traits (Akkermans, 2016; Bipp & Demerouti, 2015) and some basic

job uniqueness (Niessen, Weseler, & Kostova, 2016). Several works have shown that empowering leadership behaviors can improve job crafting (Ahearne, Mathieu, & Rapp, 2005; Raub & Robert, 2010). Empowering leadership can improve self-efficacy among salespeople. Employees feel capable of carrying out job assignments because of the inspiration derived from the motivating actions of leadership supervisors (Ahearne et al., 2005). However, this study provides for empowering leadership as a determinant of job crafting. Different research indicates that a manager may participate in identifying the opportunities for work crafting behaviors of subordinates and in rising their work capital (Schaufeli, 2015; Wrzesniewski & Dutton, 2001). Empowering leadership has been found to increase constructive actions among employees and can therefore be linked to job crafting (H.-J. Wang, Demerouti, & Le Blanc, 2017). The theory of JD-R chains the two study societies and describes how job demands and resources have single and multiple effects on job stress and motivation (Bakker, 2014). Furthermore, the theory of JD-R proposes overturned causal effects: while burned-out employees can generate more job strains for themselves over time, involved employees organize their own resources to break engaged in occupations.

H3: There is a significant relationship between Empowering Leadership and Job Crafting.

2.9. Career satisfaction and career commitment with Job Crafting

Job crafting has the power to impact worker's career success. Career performance stands for "job-related achievements or successes that individual collects as an outcome of professional encounters" (Seibert, Crant, & Kraimer, 1999). While objective career success is characterized by measurable and fiscal metrics (for instance salaries and advancements), Subjective career success reflects people's sentiments of happiness with their job choices; such as career contentment and career dedication (Abele & Spurk, 2009; Allen, Eby, Poteet, Lentz, & Lima, 2004). In reality, workers that are nearer to their employment through job development are more conscious of their position and career growth, and are thus supplementary liable to be interested in their jobs. Work artisans adjust their career to match their lengthy-term ambitions and beliefs in order to participate more in their careers (Wong & Tetrick, 2017). In general, workers should adjust the degree of their work requirements and tools to help retain their power and strength, that possibly will make them respond favorably to difficult circumstances and not disappear from job (H.-J. Wang et al., 2017).

H4: There is a significant relationship between Career Satisfaction and Job Crafting.

H5: There is a significant relationship between Job crafting and Career Commitment.

2.10. Mediating Role of Job Crafting

Job crafting is portrayed by Choi et al., (2020) as the way by which workers play an effective job in bringing changes to the physical, psychological, or social highlights of their jobs. It is a casual procedure that employees use to shape their work practice so it lines up with their individual advantages and qualities. Job crafting shows guarantee as a successful working environment intervention since it expects employees to hold an effective job in developing their work understanding (Williamson & Lounsbury, 2015). As a key mediating mechanism linking leadership to a variety of happiness outcomes, the analysis of these theoretical interlinks offers empirical tests of job crafting. Above all, the study offers a clearer understanding of how business should adopt employee job creation practices, which can mean positive outcomes for both the worker and the company. Integrating this with earlier findings as demonstrated in Figure 2.1, researcher suggest that job crafting mediates the association of empowering leadership with career satisfaction and career commitment.

H6: Job crafting mediates the impact of empowering leadership on career commitment

H7: Job crafting mediates the impact of career satisfaction on career commitment

3. Methodology

According to Moradi et al., (2017) research methods used to find a solution of an identified problem with the help of a sample, collecting data from that sample and using some other techniques to analyze the collected data is called methodology. Research questions which

already had been designed needs to be answered; this methodology section helps to find the answer of these research questions.

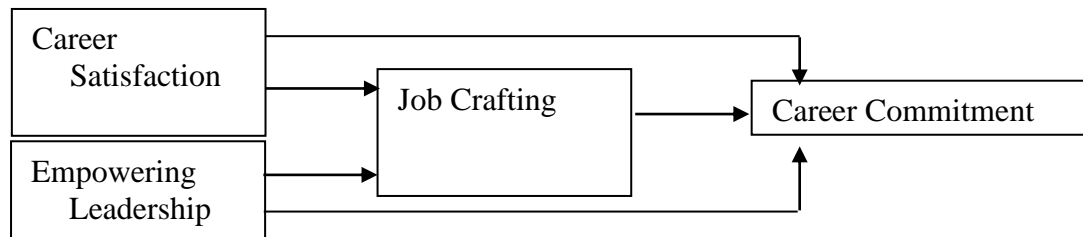


Figure 1. Research Model

3.1. Population

All the employees of business sectors (banking & SMEs) in Bahawalpur branches are the total population of this research. The researcher chooses the population of banking sectors and SMEs in Bahawalpur because it was suitable for researcher to get data easily and there was a chance to get huge data from banking sectors and SMEs in Bahawalpur.

3.2. Sample size

Hair et al., (2011, 2014) suggested that around 200 respondents be the minimum sample size for study. In order to get the needed sample, current research has distributed 340 questionnaires. Therefore, 340 responses were sampled for this analysis. Practically, to eliminate the risk of non-response bias, a larger sample size is preferable (Sekaran, 2003). The sample size of the population is banks and SMEs in Bahawalpur, Pakistan.

3.3. Sampling Technique

The sampling technique used in this study is purposive sampling. It is a kind of non-probability sample, a purposeful sample often referred to as a judgmental or expert sample. A purposive sample's primary objective is to generate a sample that can reasonably be believed to be representative of the population. The population might not be well established for non-probability sampling (Tongco, 2007).

3.4. Data Collection

This study has undertaken all ethical measurements as respondents were provided with complete information regarding research topic and purpose of the study. In this study data from employees is collected through a structured questionnaire as it is a reliable source and data can be collected directly from the original sample of the study.

4. DATA ANALYSIS

This section is important section of the study collected data is analyzed on testing software then the findings are presented. These findings are related to the information of demographics of respondents and about every variable used in the study. All the findings of this study are carefully described and results taken from every test is comprised. The data is analyzed with SPSS software and a number of tests i.e. descriptive analysis, reliability analysis which describe the value of Cronbach's alpha, demographics analysis, correlation and regression analysis are performed in this chapter. The major purpose of using Structural Equation Modeling (SEM) is to find the consistency of data collected with hypothesized theoretical model. Cronbach's Alpha coefficient is used to measures the reliability of the instrument. Measurement model was also undertaken to ensure about the model validity and reliability. To determine the internal consistency of the data of this study, value of Cronbach's alpha is calculated.

Table 1 shows that average mean of empowering leadership is 3.46, Career Satisfaction average mean is 3.58, Job crafting mean is 3.71 and career commitment average mean is 3.60.

Table 1

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Empowering Leadership	294	3	4	3.46	.373
Career Satisfaction	294	2	5	3.58	.691
Job Crafting	294	2	4	3.71	.370
Career Commitment	294	2	5	3.60	.581
Valid N (list wise)	294				

Table 2
Response Rate

Questionnaire Delivered	Questionnaire Received	Questionnaire useful	received	Response Rate
340	325	294		86.47%

As shown in Table 2, 340 questionnaires were delivered to the respondents. Only 325 questionnaires were received back. Out of these 325 questionnaires, only 294 questionnaires were fully responded and useful for the study. The response rate was 86.74%.

4.1. Reliability Analysis

This analysis is conducted to measure the reliability of variables whether they are measuring the exact data for which they are created. The reliability of a variable is checked by the Cronbach's Alpha. It is discussed by Nunnally (1970) the minimum accepted and recommended value of Cronbach's Alpha is 0.50 and according to Moss et al., (1988) the accepted value is 0.60.

Table3
Reliability Analysis

Variable	Number of items	Calculated Cronbach's Alpha
Empowering Leadership	12	.785
Job Crafting	9	.750
Career Satisfaction	5	.851
Career Commitment	5	.836
Total:	31	0.904

According to the given table 3, value of Cronbach's Alpha of every variable is greater than 0.5 and the total value of Cronbach's Alpha is 0.904 which is greater than the accepted value. So, the data collected is reliable.

4.2. Normality Test

A statistical process that is used to determine whether a sample or set of data fits a standard normal distribution is called normality test. Normality test is used to show whether the data used in the study is well modeled by a normally distribution of population. There are different tests that are used to check the normality of the data. To check the deviation in the variable from normal distribution, Kurtosis and Skewness is used (George & Mallery, 2010). The value of skewness and kurtosis found below ± 1 and ± 3 which shows that data was normally distributed (Mayer et al., 2006).

Normality test result shown in table 4 that all values of Skewness and Kurtosis for all variables lies within ± 1 and ± 3 as suggested by (Mayer et al., 2006). So, the result shows that all the variables in the current study are supposed to be normally distributed.

4.3. Demographics Analysis

Employees from various age groups, genders, educational levels, work levels, and languages make up the study's population. Respondents were asked about their demographics detail with as follows: Table 5 describes the profile of respondents. Percentage of male respondents is more than the female respondents of the study. The male respondents were 200 out of 294 and which are 68% and female respondents were 94 which are 32% of the total respondents. As the numbers of female employees in these areas are lower than male that is why the female participants are lower in the study. Total numbers of participants in the group

20-30 are 17 and they are 5.8% of total respondents. Number of participants in group 31-40, there are 185 employees 62.9%, which is greater than other groups. Respondents from third group 41-50 are 80 which are 27.22% of total respondents and there are 12 respondents from last group which are 4.1% of total respondents. There are 118 employees which are single and 40.1% of total respondents. The number of married employees is 176 and they are 59.9% of total respondents.

Table 4
Normality Test

		Empowering Leadership	Job Crafting	Career Satisfaction	Career Commitment
N	Valid	294	294	294	294
	Missing	0	0	0	0
Skewness		-.909	-.896	-.181	-.604
Std. Error of Skewness		.142	.142	.142	.142
Kurtosis		.881	.988	-1.260	.954
Std. Error of Kurtosis		.283	.283	.283	.283

The first group is of secondary school in which there are only 5 respondents which is 1.7% of total respondents. There are 175 respondents from bachelor degree group who are 59.5% of total employees. The numbers of master degree respondents are 93 which are 31.6% of total respondents. Only 21 respondents are from M.Phil or PhD group. There are 40 respondents from senior management who are 13.6%. Respondents from middle management are 21 and 7.1% of total respondents. Number of officers are 88 and they are 29.9% of total respondents. Higher numbers of respondents are from staff and they are 145 in number and 49.3% of total respondents.

Table 5
Demographics Analysis

Demographic	Description	No. of Responses	Percentage
Gender	Male	200	68.0%
	Female	94	32.0%
Age	20-30	17	5.8%
	31-40	185	62.9%
	41-50	80	27.2%
	51 and above	12	4.1%
Marital Status	Single	118	40.1
	Married	176	59.9
Education	Secondary School	5	1.7%
	Bachelor Degree	175	59.5%
	Master Degree	93	31.6%
	M.Phil or PhD	21	7.1%
Experience	Senior Management	40	13.6%
	Middle Management	21	7.1%
	Officers	88	29.9%
	Staff	145	49.3%

4.4. Multicollinearity Test

The statistical phenomena which is used to state the relationship of one independent variable with the other independent variable and this relation is used to provide information about the given response by the respondents (Daoud, 2017). There were two independent and one mediating variable in the study. In multicollinearity test VIF and tolerance (TOL) can be used to assess the collinearity among the variables. If the value of TOL is less than 0.2 and the VIF are more than 5 then there will be collinearity among the variables (Dormann et al., 2013).

In this study there is no collinearity in any variable because the tolerance value of all variable is greater than 0.2 and value of VIF is less than 5.

Table 6
Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	Empowering Leadership	.435	2.298
	Job Crafting	.428	2.334
	Career Satisfaction	.940	1.064

a. Dependent Variable: Career Commitment

4.5. Multiple Regression Analysis

Multiple regression analysis is a process that is used to evaluate the relationship of dependent and independent variables(s), it is used to find out the causal effect of one variable on the other (Mills, 2003). According to Moore et al., (2011) linear regression analysis is used to measure the relationship between outcome and predictor variables. In this analysis, linear regression analysis is used to calculate the significant relationship between variables and the value of significance is 0.05. If the p value is less than 0.05, then the relationship between variables is significant and the relationship between variables is insignificant if the p value is more than 0.05.

H1: There is a significant relationship between Career Commitment and Empowering Leadership

H2: There is a significant relationship between Career Commitment and Career Satisfaction

Table 7

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.337	.333	.47460

a. Predictors: (Constant), CS, ELB

The table 7 gives the result of multiple regressions run for all independent variables. The model states that how much change in Career commitment is caused by the independent variables (Career satisfaction and empowering leadership). Table shows value of R square is .337 which means 33.7% change in career commitment is due to these independent variables.

Table 8

Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.287	.275		1.044	.297
	ELB	.831	.076	.533	10.923	.000
	CS	.121	.041	.144	2.953	.003

a. Dependent Variable: CC

In regression analysis beta coefficient (β) shows the relationship between independent and dependent variable. According to Hair et al., (2006) the beta value varies from -1 to +1 and 0 indicates that there is no effect of the independent variable on the dependent variable. +1 means that there is a positive effect, and -1 means that the dependent variable has a negative effect. In table 8, the beta value of empowering leadership .831 and p value is .000 which is less than the significant value 0.05 which means that empowering leadership is the positive predictor of the career commitment. Hence the hypothesis is accepted that empowering leadership has a significant and positive relationship with career commitment.

Table 9

Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.563	.245

a. Predictors: (Constant), ELB

In table 9, the beta value of career satisfaction is .121 and p value is .000 which is less than the significant value 0.05. According to these values the relationship between CS and CC is significant and the hypothesis is accepted.

H3: There is a significant relationship between Empowering Leadership and Job Crafting.

Table 9 shows that the value of R square is .564 which means that 56% variance explained in mediating variable (job crafting) by independent variable (empowering leadership).

Table 10
Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.133	.134		8.490	.000
	ELB	.745	.038	.751	19.437	.000

a. Dependent Variable: JC

Table 10 shows that beta value of empowering leadership is .745 and p value is .000 which is less than the significant value 0.05 which means that empowering leadership has positive and significant relationship with job crafting.

H4: There is a significant relationship between Career Satisfaction and Job Crafting

Table 11
Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.242 ^a	.058	.055	.359

a. Predictors: (Constant), CS

Table 11 shows that the value of R square is .058 which means that 5.8% variance explained in mediating variable (job crafting) by independent variable (career satisfaction).

Table 12
Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3.251	.111		29.355	.000
	CS	.129	.030	.242	4.258	.000

a. Dependent Variable: JC

Table 12 shows that beta value of career satisfaction is .129 and p value is .000 which is less than the significant value 0.05 which means that career satisfaction has positive and significant relationship with job crafting.

H5: There is a significant relationship between Jobs crafting and Career Commitment.

Table 13
Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.627 ^a	.393	.391	.453

a. Predictors: (Constant), JC

Table 14
Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-.061	.267		-.228	.820
	JC	.985	.072	.627	13.758	.000

a. Dependent Variable: CC

Table 13 shows that the value of R square is .393 which means that 39% variance explained in dependent variable (career commitment) by independent variable (job crafting).

Table 14 shows that beta value of job crafting is .985 and p value is .000 which is less than the significant value 0.05 which means that job crafting has positive and significant relationship with career commitment.

4.6. After Mediating Role of Job Crafting Andrew F. Hayes (Mediation Test)

For mediation analysis Andrew F. Hayes process is used. In this method of analysis statistical significance (t) value and p value are used to interpret the effect of mediator between the relationships of IV and DV. After controlling the mediator t value of IV is reduce as compared to the t value in the direct effect of IV and DV in linear regression analysis (Hayes, 2017).

4.7. Mediation Effect with Empowering Leadership Behavior

H6: Job crafting mediates the impact of empowering leadership on career commitment

Table 15

Model Summary I

OUTCOME VARIABLE:JC

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.7510	.5640	.0598	377.7909	1.0000	292.0000	.0000
Model							
		coeff	se	t	p	LLCI	ULCI
constant		1.1335	.1335	8.4904	.0000	.8707	1.3962
ELB		.7449	.0383	19.4368	.0000	.6694	.8203

Where:

JC: Job Crafting, ELB: Empowering Leadership,

Table 15 shows the t value is positive (t= 19.4368) and p value is .0000 which is less than the significance value of 0.05 which means that Empowering leadership behavior has significant relationship with Job crafting.

Table 16

Model Summary II

OUTCOME VARIABLE:CC

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.6425	.4128	.1995	102.2934	2.0000	291.0000	.0000
Model							
		coeff	se	t	p	LLCI	ULCI
constant		-.2758	.2723	-1.0127	.3120	-.8118	.2602
ELB		.3298	.1060	3.1102	.0021	.1211	.5384
JC		.7357	.1069	6.8823	.0000	.5253	.9461

Where:

CC: Career Commitment, ELB: Empowering Leadership, JC: Job Crafting

Table 17

Linear Regression Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
				Beta		
1	(Constant)	.558	.263		2.126	.034
	ELB	.878	.075	.563	11.648	.000

a. Dependent Variable: CC

Where:

ELB: Empowering Leadership Behavior, CC: Career Commitment

Sixth hypothesis of the study states that Job crafting mediates the effect of empowering leadership on career commitment. Table 17 shows that p value of empowering leadership behavior is 0.0021 and job crafting is .0000 which is < 0.05 so the proposed hypothesis is significant and t value of empowering leadership behavior is 3.1102 that are lower than the t

value of linear regression analysis that is 11.648 as shown in table (4.18). So, hypothesis is accepted.

4.8. Mediation Effect with Career Satisfaction

H7: Job crafting mediates the impact of career satisfaction on career commitment

Table 18 Model Summary I
OUTCOME VARIABLE:JC

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
Model	.2418	.0585	.1291	18.1293	1.0000	292.0000	.0000
	coeff	se	t	p	LLCI	ULCI	
constant	3.2506	.1107	29.3548	.0000	3.0326	3.4685	
CS	.1293	.0304	4.2579	.0000	.0695	.1890	

Where:

JC: Job Crafting, CS: Career Satisfaction,

Table 18 shows the t value is positive (t= 4.2579) and p value is .0000 which is less than the significance value of 0.05 which means that Career satisfaction has significant relationship with Job crafting.

Table 19 Model Summary II
OUTCOME VARIABLE:CC

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
Model	.6362	.4048	.2023	98.9425	2.0000	291.0000	.0000
	coeff	se	t	p	LLCI	ULCI	
constant	-.2372	.2755	-.8612	.3898	-.7794	.3049	
CS	.0927	.0392	2.3679	.0185	.0157	.1698	
JC	.9435	.0732	12.8825	.0000	.7994	1.0877	

Where:

CC: Career Commitment, CS: Career Satisfaction, JC: Job Crafting

Table 20
Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.830	.173		16.322	.000
	CS	.215	.048	.256	4.517	.000

a. Dependent Variable: CC

Where:

CC: Career Commitment, CS: Career Satisfaction

Seventh hypothesis of the study proposed that impact of career satisfaction and career commitment is mediates by the job crafting. Table 20 shows that t value of career satisfaction is 2.3679 that is lower than the t value of linear regression analysis that is 4.517 as shown in table 20. Table 20 shows that the proposed hypothesis is significant as the career satisfaction p value = 0.0185 which is less than 0.05 which means that proposed hypothesis is accepted as the value is significant. So, job crafting mediates the impact of career satisfaction on career commitment.

5. DISCUSSION AND CONCLUSION

This section explains the results of the study and also describe their relation with the previous studies and describe all the findings either reliable or not. These results are used to draw conclusion of the current research. Future recommendations and limitation of the study are also discussed at the end of this chapter.

Table 21
Summary of Hypothesis

	Hypothesis	Results
H1	There is a significant relationship between Career Commitment and Empowering Leadership	Significant
H2	There is a significant relationship between Career Commitment and Career Satisfaction	Significant
H3	There is a significant relationship between Empowering Leadership and Job Crafting	Significant
H4	There is a significant relationship between Career Satisfaction and Job Crafting	Significant
H5	There is a significant relationship between Jobs crafting and Career Commitment	Significant
H6	Job crafting mediates the impact of empowering leadership on career commitment	Significant
H7	Job crafting mediates the impact of career satisfaction on career commitment	Significant

5.1. Theoretical Implications

Theoretically, this research offers more information about the interrelationships between the variables of job creation. Career commitment is closely associated with empowering leadership and career satisfaction, but these factors are distinctly different from each other. In addition, this analysis uses a wide variety of variables, thus reducing the probability of statistical objects. First, demographic variables are maintained as controls. Second, this research introduces to the model some new variables. Finally, researchers use proven methods with high standards of confirmed accuracy.

5.2. Practical Implications

This research has practical importance and implication for management also. The outcomes of the research are to provide implication for leaders and employees. Career commitment has significant direct correlation with empowering leadership and career satisfaction with mediating role of job crafting, enabling employees to develop their skills. It is also evident from the study that workers are more devoted to their career growth and career development. In contrast to those who are less dedicated and less fulfilled, workers who show high career commitment will enhance their satisfaction with achieving job success. The goal of this research is to study the impact of career satisfaction and empowering leadership with the mediating role of job crafting on career engagement. Career commitment relates to affiliation with an interest in one's profession and career commitment is found as "the encouragement of one to serve in a desired profession." To summarize, career commitment entails the formation of personal work aspirations and an interaction with those aspirations and participation in them. Career satisfaction is the satisfaction that people obtain from the intrinsic and extrinsic elements of the job, including salary, promotion, and opportunities for growth, and career satisfaction is characterized as the degree of general satisfaction felt by one's profession choice. The career satisfaction of workers represents what they think regarding their jobs, successes and success related to their job. Major career satisfaction indicators incorporate goal-specific encouragement for the community and services to offer material and social encouragement for the personal interests of an individual. The degree to which people feel their career progression is aligned with their own ambitions, beliefs and desires is calculated by career satisfaction with empowering leadership.

5.3. Limitations of the Study

The basic limitation of this study is the shortage of time and resources used for study as the time duration was limited and resources were limited. As the study is conducted in the Bahawalpur city and the population was only the employees of business and financial sector, the data was collected from the employees of different industries, mills, and Banks. The results of this study can be enhanced by using more businesses in the study and also considering the population of other cities of Pakistan. The study can be enhanced by adding more businesses of the region.

Main limitation is of the research is the respondents as most of them were reluctant to provide their data. Due to the situation of pandemic, data collection was difficult. Most of the respondents provide incomplete data due to which a number of questionnaires were not properly filled.

5.4. Future Directions

Further study can be done by considering more population in the study. Service sectors can also be including in the study. A number of independent variables cab be included in the further studies i.e., psychological capital, employee work behavior or job stress can also be included in the study. According to the study's findings, it is extremely important to consider the career commitment of employees in order to recognize that it is very helpful in promoting organizational climate that can play positive role in employees work attitudes and increase their performance.

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