

Antecedents of Career Decision-Making Self-Efficacy and its Impact on Job Satisfaction : A Study in the Indian IT Industry

Rachna Kishor Gedam¹

Nikhil Mehta²

Hema Date³

Abstract

Career decision-making among youth has been a buzzword. Making a career decision is one of the most critical tasks in an individual's life. Making a career choice and career changes in today's uncertain work environment demands the ability to make informed career decisions. Many factors are essential in determining an individual's career and predicting the desired outcome. The IT industry is well-known for its high-quality structures and software companies (Kumari, 2022). This paper explored the process of career decision-making of IT professionals. The present study investigated the impact of personal and social factors on an individual's career decisions. Convenience sampling was used for data collection through a survey of 792 respondents from Tier-I and Tier-II cities of India through hybrid mode (online and physical). As a result of testing the hypotheses using the SPSS 26 and Smart PLS algorithm, 10 of the 16 hypotheses were found to be statistically significant, depicting that individual characteristics played a crucial role in making a career choice. At the same time, the impact of social support was found to be insignificant in today's contemporary and dynamic workplace due to individual proactive and self-reliant abilities.

Keywords : career decision-making, self-efficacy, personal attributes, social support, job satisfaction

JEL Classification Codes : D19, J24, M12

Paper Submission Date : June 30, 2022 ; **Paper sent back for Revision :** September 4, 2022 ; **Paper Acceptance Date :** October 27, 2022 ; **Paper Published Online :** November 15, 2022

In the 21st century, the COVID-19 pandemic has made career choices the most complex, challenging, and difficult task. Over the last decade, there has been growth in technological advances, undefined professions, and work instability. In present times, one's career is more flexible, and the current generation workforce changes their work and employers easily and freely (Lyons et al., 2012) as it provides individuals with the opportunity to participate in work activities that are more appealing and creates goals for future life. In the current scenario, career paths are becoming more and more unpredictable and require more flexibility from individuals (Krumboltz & Levin, 2010), and they have to adjust career plans and goals well, often due to the accelerated pace of change and workplace uncertainty. In this new world of work, the need to change jobs or occupations frequently over one's career has become the rule rather than the exception. Nowadays, careers are adapted to changing economic conditions (Jacoby et al., 1999). Hence, over the last decade, career decision-making by young adults

¹Assistant Professor (Corresponding Author), Department of Management Studies, Jamia Millia Islamia, New Delhi - 110 025. (Email : rachna.nitie@gmail.com)

²Associate Professor, NITIE, Vihar Lake, Mumbai - 400 087. (Email : nkm@nitie.ac.in)

³Associate Professor, NITIE, Vihar Lake, Mumbai - 400 087. (Email : hemadate@nitie.ac.in)

DOI : <https://doi.org/10.17010/pijom/2022/v15i11/172522>

has been gaining importance in the current global environment due to changing political, economic, and technological forces that influence not only employment options but also how individuals manage their lives (Hall, 2002), which means that making career decisions is an even more critical issue today.

The results and discussion in this study will help the readers arrive at one's career decision, which influences an individual's entire life, and hence, it is significant to look into all the factors bearing upon it (Bandura et al., 2001). Choosing a career path or career change in today's workplace requires the ability to make informed career decisions. Individuals' ability to make an informed decision about their career path must follow in securing meaningful work. Many factors are crucial in individuals' career decisions and outcome expectations (Li et al., 2017). Career decision self-efficacy is essential in an individual's career interests, goals, choices, experiences, and performances (Jo et al., 2016). Apropos of the changing business scenario, it is indeed necessary that individuals strategically plan, adjust, and align their career objectives (Swanson & Parcover, 1998), which leads to job satisfaction. In recent years, how young people determine their careers has become the focus of vocational training policies, but it is not explored in many cases.

Literature Review

Theoretical Underpinning and Hypotheses Formation

SCCT (Lent et al., 2002) theory is based on self-referential thinking, cognitive learning, and various social thinking processes that interact to control and influence human behavior (Wu, 2018). SCCT has recognized key constructs for their relevance within career development processes: self-efficacy, outcome expectations and outcomes, and the environmental variables (e.g., gender, ethnicity, social support, and barriers) provide support and self-confidence to obtain favorable results (Lent, 2020) and help to outline the course of career decision-making and development. These cognitive approaches pull awareness of individuals' active roles in their career decision-making and development (Özden, 2014).

Career Anchor and Career Decision-Making Self-Efficacy

Schein's (1974) career anchor theory is based on the premise that one's self-image and career performance play a crucial role in a person's career development by taking into consideration their preferences that not merely satisfy them but additionally motivate them to upgrade their talents, motives, values, and attitudes as a person (Judge et al., 2003). According to SCCT, self-efficacy in career decision-making is confidence in the ability to succeed in career-related activities and make a rational career decision.

Locus of Control and Career Decision-Making Self-Efficacy

Locus of control refers to self-belief in how much power an individual has over what happens to him (Rotter, 1966). In earlier studies, the locus of control was found to be positively related to career decision-making self-efficacy (Hopkins et al., 2020).

Career Resilience and Career Decision-Making Self-Efficacy

Career resilience refers to adaptability, self-confidence, coping ability, tolerance, and risk-taking related to career decision-making in bad work conditions (Webb et al., 2017). As per the SCCT, individuals' confidence in career decision-making is their ability to perform the activities related to their career choice. If a person has a strong

belief and confidence to make decisions related to their career, even unfavorable conditions can enhance an individual's self-efficacy (Abukhait et al., 2020; London & Noe, 1997).

- ↪ **H1** : Career anchor will be positively related to career decision-making self-efficacy.
- ↪ **H2** : Locus of control will be positively related to career decision-making self-efficacy.
- ↪ **H3** : Career resilience will be positively related to career decision-making self-efficacy.

According to Schein (1978), if a person is well aware of needs, motives, interests, and values as their career anchors, it can help an individual to be confident in making their career decisions or leading to job satisfaction while performing the tasks related to what they value at work (Lent et al., 2000; Schein, 1990).

As mentioned by Rotter (1966), LOC is the self-belief about the extent of control that individuals have over things that happen to them. Individuals with a high internal locus of control will be confident in controlling the activities related to their career at the workplace leading to a positive outcome as experiencing satisfaction in performing the job of work-related tasks (Chhabra, 2013).

According to SCCT, self-efficacy affects job satisfaction if an individual is confident in handling adverse working conditions, develops resilience and self-confidence to manage their career in a disadvantageous working condition, and demonstrates the risk-taking ability to manage their career-related decisions that affect job satisfaction (Judge & Bono, 2001).

- ↪ **H4** : Career anchor will be positively related to job satisfaction.
- ↪ **H5** : Locus of control will be positively associated with job satisfaction.
- ↪ **H6** : Career resilience will be positively related to job satisfaction.
- ↪ **H7** : Career decision-making self-efficacy will be positively correlated with job satisfaction.

Mediation

As mentioned in SCCT, if individuals are conscious of themselves in terms of their abilities, talents, motives, needs, and values, they will show high career decision-making self-efficacy and individual confidence in their abilities to perform the activities related to their career or career decision-making leads to job satisfaction (Ortiz, 2015). As mentioned in the locus of control theory (Rotter, 1966), individuals possessing self-beliefs about the extent of control they have over things that happen to them helps to develop a high self-efficacy or confidence in their own ability to carry out all career-related activities, which leads to job satisfaction (Robbins et al., 2012). It is observed from previous studies that if people have high career resilience, they can cope with the stress and setbacks essential to building confidence in their abilities to perform the activities related to their career or career decision-making (Webb et al., 2017).

- ↪ **H8** : Career decision-making self-efficacy mediates the relationship between antecedents' career anchors and job satisfaction.
- ↪ **H9** : Career decision-making self-efficacy mediates the relationship between antecedents, locus of control, and job satisfaction.
- ↪ **H10** : Career decision-making self-efficacy mediates the relationship between antecedents' career resilience and job satisfaction.

Moderation

Perceived social support is the help and assistance individuals feel they can receive through their interpersonal relationships when they need them in crucial situations (Mitchell et al., 1999) while performing career-related activities and help in making a rational career decision or career choice (Shuck et al., 2018).

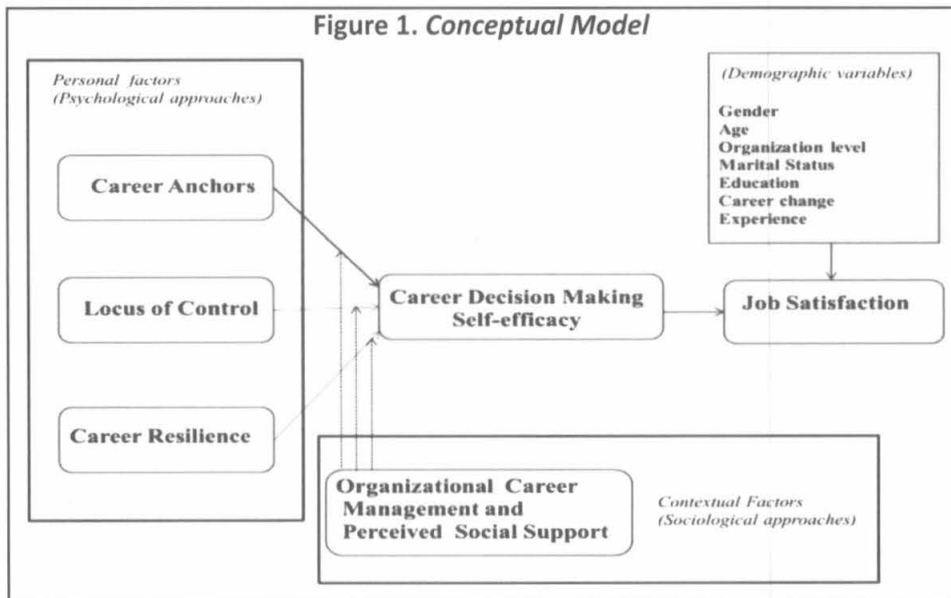
↳ **H11** : Perceived social support will moderate the relationship between antecedents' career anchor and career decision-making self-efficacy (CDMSE).

↳ **H12** : Perceived social support will moderate the relationship between antecedent locus of control and career decision-making self-efficacy (CDMSE).

↳ **H13** : Perceived social support will moderate the relationship between antecedents' career resilience and career decision-making self-efficacy (CDMSE).

At the workplace, individuals must have confidence in their abilities to perform the activities related to their career advancement; based on one's abilities, talents, needs, and motives, one will have enhanced self-efficacy and confidence in career decision-making (Schein, 1978) and when they are supported with various career-related plans, policies, procedures, and strategies, it results in individual career development. Previous research showed that organizational career management moderates the relationship between career anchor and career decision-making self-efficacy (CDMSE) by providing social support that individuals receive at their workplace in the form of various policies and practices set to boost and improve the career effectiveness of the employees (Baruch, 2001; Baruch & Budhwar, 2006).

↳ **H14** : Organization career management moderates the relationship between antecedents' career anchor and career decision-making self-efficacy (CDMSE).



↳ **H15** : Organization career management moderates the relationship between antecedents' locus of control and career decision-making self-efficacy (CDMSE).

↳ **H16** : Organization career management moderates the relationship between antecedent career resilience and career decision-making self-efficacy (CDMSE).

Model of the Study

The conceptual model of the study is depicted in Figure 1.

Research Methodology

To evaluate the proposed conceptual model (Figure 1), the data were gathered from the software engineers working at the Middle and Lower levels in the IT sector in India and pursuing part-time MBA degrees from various universities. The study uses the descriptive (explanatory) research design to achieve the study's objectives. The sample was selected from four states, i.e., Delhi and Mumbai (Tier-I) and Jaipur and Ghaziabad (Tier-II). The data were collected in a hybrid mode (mail through Google Forms and physical interaction). The primary survey was conducted from June 2021 to January 2022. A convenience sampling technique was implemented. A total of 1,100 questionnaires were shared with participants, totaling about 986 responses positively. After editing, it was found that only 792 replies were useful. The rate of response was about 72%. Finally, there were 792 complete and useable responses. Of these subjects, 78.2% of the respondents were male, and 21.8% were female; 45.5%, 20.5%, 17.8%, 11.9%, 3.90%, and 0.50 % of the respondents were under 25 – 27 years, 22 – 24 years, 28 – 30 years, 31 – 33 years, 34 – 36 years, and 38 – 40 years; 79.0% were from the middle level, and 21.0% were from the lower level; 75.6% of the respondents were unmarried, and 24.4% of the respondents were married; 79.0% were graduates, 18.2% had other degrees, 6% were post-graduates, and 2.10% were above post-graduates. It is seen that among the respondents, 59.9% never changed their career, 26.6% had changed it once, 8.2% had changed it twice, 5.1% had changed it thrice, and 0.6% had changed it more than thrice; 60.1% respondents had 1 year of experience, 28.6% had 2 – 4 years of experience, 1.5% had 5 – 7 years of experience, 3.3% had 8–10 years of work experience, and 3.4% had less than 1-year of work experience.

Data Analysis and Results

After collecting data, both descriptive and inferential statistics are used for analysis. Various steps were carried out in data analysis, such as coding the responses, cleaning, data screening, and selecting the appropriate data analysis strategy (Churchill & Iacobucci, 2004; Luck & Rubin, 1987). Coding was done by identifying, classifying, and assigning a numeric or character symbol to the data (Wong, 1999). The process of data cleaning and screening includes inconsistency checks and missing responses. All the responses received were cleaned for outliers; then, the cleaned data were entered into statistical software, SPSS version 26, for analysis.

Reliability and Validity

To calculate the reliability, standardized loadings were assessed (Table 1). A factor loading value of 0.5 is regarded as acceptable (Chin, 1998), and the constructs have satisfactory levels of internal consistency. The composite reliability values are above 0.70, and average variance extracted (AVE) values are more than 0.50 (Table 2), suggesting acceptable convergent validity (Bagozzi & Yi, 1988; Fornell & Larcker, 1981).

Table 1. Reliability Validation of the Measurement Scales

Construct	Cronbach's Alpha	Rho_A	Composite Reliability
CA	0.946	0.950	0.952
CDM	0.934	0.941	0.942
CR	0.899	0.921	0.917
JS	0.925	0.927	0.941
LOC	0.890	0.913	0.911
OCM	0.932	0.954	0.958
PSS	0.862	0.868	0.896

Table 2. Average Variance Extracted (AVE) Values of Reflective Constructs

Variables	Average Variance Extracted (AVE)
Career Decision-Making Self-Efficacy	0.508
Job Satisfaction	0.728
Career Anchor	0.526
Locus of Control	0.568
Career Resilience	0.539
Perceived Social Support	0.591
Organization Career Management	0.636

Table 3. Inter-Construct Correlations for Reflective Scales

Constructs	CA	CDM	CR	JS	LOC	OCM	PSS
CA	0.725						
CDM	0.702	0.713					
CR	0.681	0.702	0.704				
JS	0.713	0.636	0.690	0.853			
LOC	0.710	0.664	0.687	0.739	0.754		
OCM	0.516	0.742	0.579	0.737	0.715	0.797	
PSS	0.158	0.168	0.137	0.247	0.237	0.174	0.769

Note. Career anchors (CA), Career decision-making self-efficacy (CDMSE), career resilience (CR), Job satisfaction (JS), Locus of control (LOC), organization career management (OCM), and perceived social support (PSS).

Discriminant Validity

Discriminant validity was examined to show how the measurements in the model differ from other measurements in the same model. Subsequently, as shown in Table 3, the square root of the AVE of each construct is larger than all the cross-correlations between the construct and other constructs (Fornell & Larcker, 1981). These tests suggest that discriminant validity is satisfactory for the measurement model. The correlation between any two constructs should be greater than 0.60. All correlation coefficients are found to be significant (Table 4).

Table 4. Correlations Table

	CA	LOC	CR	PSS	OCM	CDMSE	JS	Mean	Std. Dev.
CA	1.000							3.91	0.70
LOC	.264**	1.000						3.94	0.77
CR	.338**	.273**	1.000					3.85	0.70
PSS	.082*	.165**	0.028	1.000				5.03	1.25
OCM	.379**	.273**	.330**	.105**	1.000			4.06	0.74
CDMSE	.310**	.275**	.250**	0.036	.329**	1.000		3.85	0.71
JS	.264**	.358**	.260**	.179**	.351**	.287**	1.000	3.97	0.93

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

All correlation coefficients are found to be significant.

Common Method Bias Test

Participants were ensured that their responses would not be disclosed to a third party and would be used primarily for research purposes (Podsakoff et al., 2003). Respondents were informed that the study variables (i.e., independent and dependent variables) were irrelevant. According to Bagozzi and Yi (1988), the common method bias can occur if there is a high association between them ($r > .9$) (Table 4). The correlation shown is well below the recommended cut-off value, concluding that the common method bias issues are unlikely to occur.

Confirmatory Factor Analysis

After conducting CFA, the factor loadings and model fit indices generated are under the acceptance level, as shown in Table 5.

Structural/Inner Model

The Smart PLS 3.0 algorithm tests the hypotheses, which provides path coefficients indicating the strength of the relationships between the independent and dependent variables (Lin & Jeng, 2017). In the current study, the R^2

Table 5. Model Fit of all Variables

Constructs	Chi-Square (df)	Chi-Square/df	GFI	AGFI	NFI	RMSEA	CFI	TLI
CA	148.151(19)	1.195	0.98	0.97	0.98	0.016	0.997	0.996
LOC	33.283(8)	1.849	0.99	0.98	0.99	0.033	0.998	0.996
CR	56.797(12)	1.195	0.98	0.98	0.99	0.016	0.999	0.998
CDMSE	129.233(16)	1.36	0.98	0.97	0.99	0.021	0.997	0.997
OCM	69.73(14)	1.057	0.98	0.98	0.99	0.008	0.999	0.999
PSS	40.992(6)	4.555	0.984	0.962	0.967	0.067	0.974	0.956
JS	11.171(6)	1.396	0.995	0.988	0.998	0.022	0.999	0.999

value of career decision-making self-efficacy (dependent variable) is 0.598, indicating that the combined effect of all independent variables can cause a 59.8% variance, and the R^2 value of job satisfaction is 62.5%. Goodness-of-fit (Gof) and Stone Geiser Q^2 test for predictive relevance (Chin, 1998) were conducted by running the blindfolding procedure, and the GoF index is 0.55039, which is more than the threshold value ($0 < \text{GoF} < 1$); the effect size (f^2) values for endogenous variables are 0.299 and 0.455 (Cohen, 1988). Hence, the model has acceptable relevance.

Hypotheses Testing Results

As observed in Table 6, hypotheses H1 ($\beta = 0.201, p < 0.01$), H2 ($\beta = 0.236, p < 0.01$), and H3 ($\beta = 0.090, p < 0.05$) are supported. These hypotheses are supported by the fact that the career anchor, locus of control, and career resilience all have a positive impact on career decision-making self-efficacy, explaining 59.5% (R^2) of the variance in career decision-making self-efficacy. Similarly, hypotheses H4 ($\beta = 0.221, p < 0.01$), H5 ($\beta = 0.425, p < 0.01$), H6 ($\beta = 0.135, p < 0.01$), that is, career anchor, locus of control, and career resilience are also found to have a positive influence on job satisfaction. Hypothesis H7 ($\beta = 0.098, p < 0.01$) is also supported as career decision-making self-efficacy has a positive impact on job satisfaction (Figure 2), explaining 62.5% (R^2) of the variance present in job satisfaction. As mentioned in Table 6, the hypotheses' p -value is less than 0.05. Thus, the hypotheses (H1 – H7) are accepted.

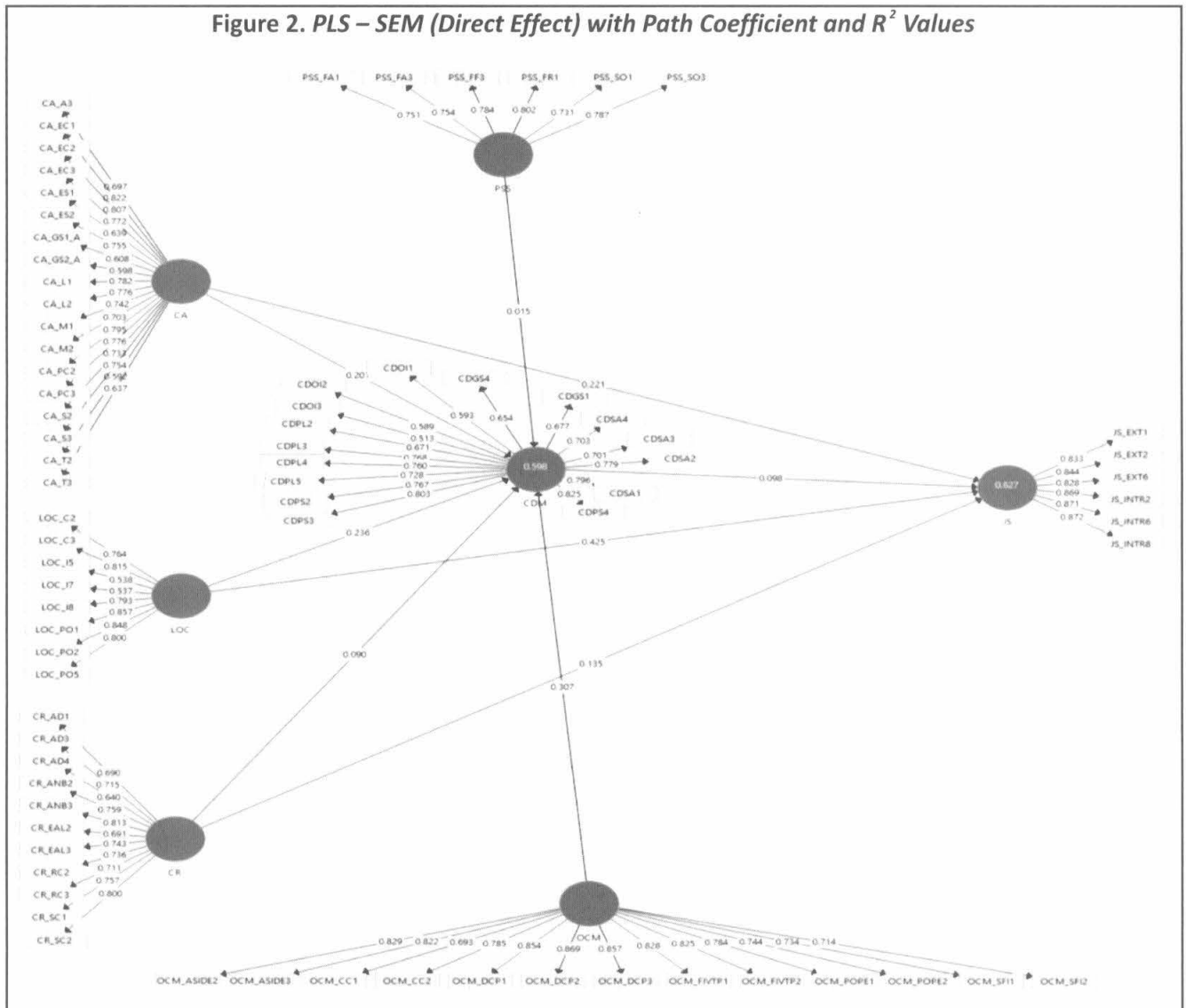
The Smart PLS algorithm and bootstrapping procedures were run by including the mediator variable: career decision-making self-efficacy construct. It was analyzed that the two individual paths: (a) independent variable to the mediator, and (b) mediator to the dependent variable should be significant for each construct, which is a

Table 6. Significance Testing Results of the Structural Model Path Coefficients, t - value, and p - value

Hypothesis	Construct Relations	Path Coefficient	t - Statistics	p - value	Significance	Results
H1	CA \rightarrow CDM	0.201	3.852	0.000	***	Supported
H2	LOC \rightarrow CDM	0.236	4.682	0.000	***	Supported
H3	CR \rightarrow CDM	0.090	2.159	0.031	**	Supported
H4	CA \rightarrow JS	0.221	3.807	0.000	***	Supported
H5	LOC \rightarrow JS	0.425	7.863	0.000	***	Supported
H6	CR \rightarrow JS	0.135	2.612	0.009	***	Supported
H7	CDM \rightarrow JS	0.098	2.349	0.019	***	Supported
H8	CA \rightarrow CDM \rightarrow JS	0.020	2.023	0.039	**	Supported (Partial)
H9	LOC \rightarrow CDM \rightarrow JS	0.023	2.079	0.038	**	Supported (Partial)
H10	CR \rightarrow CDM \rightarrow JS	0.009	1.514	0.108	NS	Not supported
H11	PSS-CA \rightarrow CDM	0.045	0.844	0.399	NS	Not Supported
H12	PSS-LOC \rightarrow CDM	-0.033	0.592	0.554	NS	Not Supported
H13	PSS-CR \rightarrow CDM	-0.072	1.981	0.049	**	Supported
H14	OCM-CA \rightarrow CDM	-0.021	0.173	0.863	NS	Not Supported
H15	OCM-LOC \rightarrow CDM	-0.065	0.916	0.360	NS	Not Supported
H16	OCM-CR \rightarrow CDM	0.031	0.262	0.793	NS	Not Supported

Note. *** indicates significance at $p < .01$, ** indicates at $p < .05$, and NS indicates Not Significant (Hair et al., 2014).

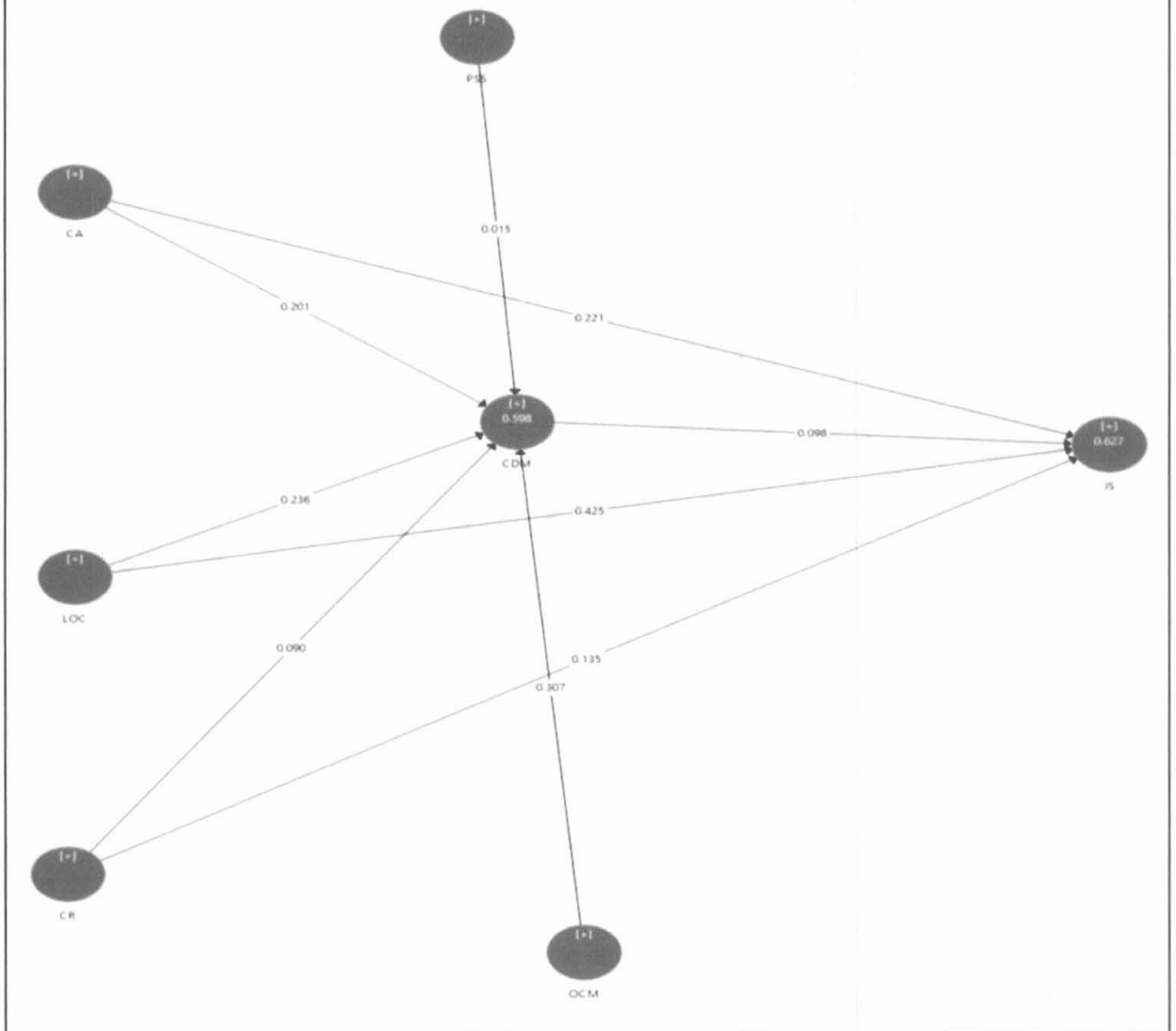
Figure 2. PLS – SEM (Direct Effect) with Path Coefficient and R² Values



recommended condition for mediation. This study examines the mediating effect on the direct path between the independent and dependent variables using bootstrapping and Sobel statistics to obtain the estimate for all the mediation models (Sobel, 1982). The *p*-value and *t*-statistics obtained were used to test the significance. After confirmation of the path coefficients' relevance and importance (with a mediator in the model) (Figure 3), it is seen that indirect effects of career decision-making self-efficacy on career anchor and locus of control are significant H8 ($\beta = 0.020, p < 0.03$), H9 ($\beta = 0.023, p < 0.03$), but is not significant with career resilience. From this, it can be concluded that the mediation effect through career decision-making self-efficacy is happening for the career anchor and locus of control variables, but not for career resilience.

In the present study, two moderators — perceived social support and organizational career management — are tested with six moderation effects. The product term method is considered appropriate in the present study because the moderating variables are continuous (Rigdon et al., 1998). According to Henseler and Fassott (2010), the product term method results are usually superior or equal to the group comparison method. So, it is

Figure 3. SEM Path Coefficients with the Direct and Indirect Effects of Career Decision-Making Self-Efficacy



recommended using the product term method (Adeleke et al., 2016). The interacting effect of perceived social support (PSS) and organization career management (OCM) on the relationship between career anchors (CA), locus of control (LOC), career resilience (CR), and career decision-making self-efficacy (CDMSE) are examined and reported (Figure 4). The hypothesis H11 is not supported; thus, PSS-CA is not significant ($\beta=0.045, t=0.844, p>.05$). Similarly, there is no positive effect of PSS-LOC ($\beta=-0.033, t=0.592, p>.05$); subsequently, H12 is not supported. Furthermore, H13 is supported as there is a negative impact of PSS-CR interaction ($\beta=-0.072, t=1.981, p<.05$). Moreover, the results show no significant relationship between OCM-CA ($\beta=-0.021, t=0.173, p>.05$) and H14 is not supported. In the same way, both hypotheses H15 and H16 are also not supported, indicating no significant relationship between OCM-LOC ($\beta=-0.065, t=0.916, p>.05$) and OCM-CR ($\beta=0.031, t=0.262, p>.05$), respectively.

(He et al., 2021; Igarria et al., 1991). The participants illustrated high career resilience directly related to personal attributes such as self-efficacy, achievement, self-esteem and autonomy, positiveness, optimism, patience and creativity, psychological capital of hope, high self-esteem, self-confidence, increased self-regulation, reduced fear and anxiety, and capable of performing all tasks and activities related to rational career decision-making (Pathak & Joshi, 2020 ; Wang et al., 2018). They can face workplace challenges and fully recover from extreme situations, difficult experiences, setbacks, and other adversities (Rojas, 2015) and optimize individual potential by increasing self-efficacy in career decisions.

The sudden outbreak of the COVID-19 pandemic and unpredictable working conditions have resulted in the growth of precarious work, including psychological experiences of vulnerability and anxiety (Creed et al., 2020). To cope with these conditions, employees in this study showed high internal LOC as they perceived and realized that the outcome or result from outside forces depends on their behaviors and actions (Carnes & Knotts, 2018). Due to the high levels of stress and psychological pressure at the workplace, individuals need to internalize positive psychology and resilience. They are expected to grow and maintain well-being and productivity around them (Turner et al., 2021). They are becoming adaptable, agile, employable, versatile, and flexible in navigating their careers and career decision-making at the workplace and in the organization (Savickas, 1998). They manifested strong self-determination, inner motivation, and high job resilience throughout the career selection process, leading to job satisfaction (Chadwick & Raver, 2020; Malik & Garg, 2018, 2020; Ryan & Deci, 2020). Participants in the current study were found to have wise and realistic career expectations. They know their strengths and weaknesses. Understanding them helps them achieve their goals and motivates them (Korkmaz & Kirdok, 2022). They are confident in the activities associated with choosing the right career and career path and feel more satisfied with completing career-related tasks and activities that result in high job satisfaction (Crisan & Turda, 2015).

Making career decisions is among the most crucial choices for individuals and plays a vital role in an individual's social, economic, and psychological well-being (Lent & Brown, 2020). It is evident that today's technologically driven IT companies show high employment insecurity, unpredictable job moves, individual career ownership, and upholding employability (Herriot et al., 1997), resulting in the old jobs and occupations getting obsolete, new jobs and professions being created, and as a result, the core tasks and required skills in most jobs and occupations will fundamentally change with time (Arntz et al., 2020), where employees with positive personality will improve self-efficacy in making career decisions (Preston & Salim, 2019) and will be able to negatively predict difficulties in making career decisions (He et al., 2021). The respondents in this study were accountable for their careers, leading to job satisfaction, psychological well-being, and engagement rather than depending on organizations or other individuals for their career growth (Avey et al., 2011). However, some scholars have warned that individuals high in self-confidence may demonstrate self-complacency and lack focus (Hiller & Hambrick, 2005) and may feel their careers are out of control and lack the meaning and purpose of their careers (Baruch & Vardi 2016). Sometimes, young adults' approaches and ways of thinking about their social connections and support can lead to different self-assessments. Some individuals assume social support as a sign of social acceptance and encourage a positive self-image.

On the other hand, some interpret perceived social support as an indicator of detrimental or negative qualities (e.g., weak people) (Horesh & Brown, 2020). Thus, people with low stress may seek less social support, as they might feel more self-competent and self-confident regardless of the amount of perceived social support received by them (Liu et al., 2020). Thus, the present study's participants were more self-reliant and confident about their self-efficacy and felt no need for social support in their career decision-making process. A proactive individual aspires to participate in career management activities, make career development plans, search for self-improvement opportunities, and solve various career difficulties through continual learning of multiple skills required for career or job satisfaction and psychological well-being (Akfirat, 2020). This social support is

extremely helpful in combating professional stress and work-related problems with resilience (Agarwal et al., 2020) and long-term organizational and professional sustainability (Kim et al., 2020). As earlier research indicated, professional success is influenced by age, gender, education, career experience, promotion rate, and marital status (Patwardhan et al., 2018), and in the present study, these demographic variables are considered as control variables.

Implications

Theoretical Implications

From a theoretical perspective, the study illustrates an empirical analysis of the integral personal factors that are important determinants of career decision-making self-efficacy resulting in job satisfaction. The analysis of the present study is a comprehensive combination of all the significant factors that influence the career decision-making self-efficacy of an individual. The findings can be used to conduct research on career development. The validated model includes both internal and external factors of career decision-making self-efficacy. This research reveals the significance of various factors whose effect on career decision-making self-efficacy was not tested before. The model used in this study could be used as a starting point for models to include various other factors that have not been tested or experimented with before in the context of career development. Hence, the present study adds to the ongoing research on the career decision-making self-efficacy of young working professionals, helping them advance their careers. Researchers and thought leaders in career decision-making and career development can use this model to understand the ways and means to nurture and promote individual confidence in career decision-making in young professionals and budding managers.

Practical Implications

The current research study is relevant to human resources managers in organizations. Based on the information from the research, personal and organizational factors impact career growth (Kurup et al., 2020). Organizations can develop a competency framework required to perform various managerial tasks. This research can help HR managers map the employee career paths and graphs with the help of identified career anchors. Based on knowledge of individuals' career anchor, personality type, and level of resilience, they can be assigned a job or task in which their performance can be understood. The study provides insights into framing the policies and procedures in recruitment, performance appraisals, career counseling, designing flexible career paths, and promoting career initiatives, incentive and reward systems, and training programs to match the needs of a variety of career aspirants in the organization. It can help in creating a balance in the organization for the employees. The standard definition of career success as per the organization type may be developed for employees in a particular organization. From a research point of view, this model is a unique study in itself where the perceived social support and organizational support in the form of organization career management (OCM) are studied in a single research and add significant knowledge to the field of career development. The model suggested in the investigation takes a comprehensive view of the career decision-making self-efficacy of young professionals. As it includes internal and external factors, the model is unique and highly relevant to the Indian perspective. Any lacunas identified after using the model can be rectified by taking appropriate steps.

Conclusion

The present study focuses on identifying the core variables that influence an individual's career decision-making

self-efficacy, organized around the factors suggested by SCCT, which is the theoretical framework used in the current study and seen to be associated with the career decision-making process. As per this research study, factors leading to rational career decision-making are critical for job satisfaction. Moreover, psychosocial strength or high confidence level is negatively correlated with erroneous decision-making and positively associated with the internal locus of control. Career resilience is also critically important in decision-making after an individual has experienced a significant setback or failure in their career, as supported by the study of Rudolph et al. (2017). A job is a lifelong process consisting of continuous decision-making events influenced holistically. That is, decision-making is not based solely on interests or abilities but on familial influence, competition, and societal expectations (Savickas et al., 2009). A well-built and confident identity of oneself may allow people to cope with uncertainties in the present modern world of work and support them in going through various changes with integrity (Lei & Woodend, 2014).

Limitations of the Study and the Way Forward

Firstly, a limitation of the study is that it is restricted to the samples from the IT and ITes sector, and there is scope to conduct similar research in other sectors. This study was conducted in Tier-I and Tier-II cities only, and there is a scope to explore similar research in other cities and regions of India. Based on the current study, we foresee that further research should investigate which factors other than those discussed in the present study are more effective for coping with specific difficulties related to an individual's career decision-making. This can be done by finding associations between individuals' causes of career indecision and their use of coping strategies (Lipshits-Brazilier et al., 2015).

Future research needs to address more career decision-making self-efficacy issues and problems and identify other individual and organizational factors that influence the career choice and job satisfaction of employees in the IT sector. A longitudinal study can also be conducted to understand the career decision-making process of an individual, taking into consideration other personal and organizational factors. India has various cultures and demographics, so this study cannot be generalized to rural areas or to all students of this country's demographics. There is a future scope to conduct a similar study from cultural perspectives. All results are based on the information provided by the participants and are subject to the potential bias and prejudice of the individuals involved.

Authors' Contribution

Rachna Kishor Gedam conceived the idea and developed qualitative and quantitative design to undertake the empirical study. Prof. Nikhil Mehta extracted research papers with high repute, filtered these based on keywords, and generated concepts and codes relevant to the study design. Prof. Hema Date verified the analytical methods and supervised the study. The interviews were conducted by Prof. Hema Date and Prof. Nikhil Mehta, some in colloquial language and some in English. The same were further transcribed and translated into English by all the others. The numerical computations were done by Rachna Kishor Gedam using SPSS 20.0 and SMART PLS 3.0. Rachna Kishor Gedam wrote the final manuscript in consultation with the other co-authors.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

Funding Acknowledgement

The authors received no financial support for this article's research, authorship, and/or publication.

References

- Abukhait, R., Bani-Melhem, S., & Shamsudin, F. M. (2020). Does employee resilience, focus on opportunity, and work-related curiosity predict innovative work behavior? The mediating role of career adaptability. In, *Series on technology management. Managing knowledge, absorptive capacity and innovation* (pp. 31–60). World Scientific Publishing Europe Ltd. https://doi.org/10.1142/9781800610316_0002
- Adeleke, A. Q., Bahaudin, A. Y., & Kamaruddeen, A. M. (2016). Moderating effect of regulations on organizational factors and construction risk management: A proposed framework. *International Journal of Economics and Financial Issues*, 6(7S), 92–97. <https://www.econjournals.com/index.php/ijefi/article/view/3587>
- Agarwal, B., Brooks, S. K., & Greenberg, N. (2020). The role of peer support in managing occupational stress: A qualitative study of the sustaining resilience at work intervention. *Workplace Health & Safety*, 68(2), 57–64. <https://doi.org/10.1177/2165079919873934>
- Akfirat, O. N. (2020). Investigation of the relationship between psychological well-being, self-esteem, perceived general self-efficacy, level of hope, and cognitive emotion regulation strategies. *European Journal of Education Studies*, 7(9), 286–305.
- Arntz, M., Gregory, T., & Zierahn, U. (2020). Digitization and the future of work: Macroeconomic consequences. In, *Handbook of labor, human resources and population economics*. Springer International Publishing.
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22(2), 127–152. <https://psycnet.apa.org/doi/10.1002/hrdq.20070>
- Bagozzi, R.P., & Yi, Y. (1988). On the evaluation of structural evaluation models. *Journal of the Academy of Marketing Science*, 16, 74–94. <https://doi.org/10.1007/BF02723327>
- Bandura, A., Barbaranelli, C., Caprara, G. V., & Pastorelli, C. (2001). Self-efficacy beliefs as shapers of children's aspirations and career trajectories. *Child Development*, 72(1), 187–206. <https://doi.org/10.1111/1467-8624.00273>
- Baruch, Y. (2001). Employability: A substitute to loyalty? *Human Resource Development International*, 4(4), 543–566. <https://doi.org/10.1080/13678860010024518>
- Baruch, Y., & Budhwar, P. S. (2006). A comparative study of career practices for management staff in Britain and India. *International Business Review*, 15(1), 84–101. <https://doi.org/10.1016/j.ibusrev.2005.11.001>
- Baruch, Y., & Vardi, Y. (2016). A fresh look at the dark side of contemporary careers: Toward a realistic discourse. *British Journal of Management*, 27(2), 355–372. <https://doi.org/10.1111/1467-8551.12107>
- Carnes, A. M., & Knotts, K. G. (2018). Control and expectancy: Locus of control as a predictor of psychological entitlement. *Employee Responsibilities and Rights Journal*, 30(2), 81–97. <https://psycnet.apa.org/doi/10.1007/s10672-017-9312-6>

- Chadwick, I. C., & Raver, J. L. (2020). Psychological resilience and its downstream effects for business survival in nascent entrepreneurship. *Entrepreneurship Theory and Practice*, 44(2), 233–255. <https://doi.org/10.1177/1042258718801597>
- Chhabra, B. (2013). Locus of control as a moderator in the relationship between job satisfaction and organizational commitment: A study of Indian IT professionals. *Organizations and Markets in Emerging Economies*, 4(2(8)), 25–41.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In G. A. Marcoulides (ed.), *Modern methods for business research* (pp. 295–336). Lawrence Erlbaum Associates.
- Churchill, G. A., & Iacobucci, D. (2004). *Marketing research: Methodological foundations* (9th ed.). Thomson South-Western.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.
- Creed, P. A., Hood, M., Selenko, E., & Bagley, L. (2020). The development and initial validation of a self-report job precariousness scale suitable for use with young adults who study and work. *Journal of Career Assessment*, 28(4), 636–654. <https://doi.org/10.1177/1069072720920788>
- Crisan, C., & Turda, S. (2015). The connection between the level of career indecision and the perceived self-efficacy on the career decision-making among teenagers. *Procedia – Social and Behavioral Sciences*, 209, 154–160. <https://doi.org/10.1016/j.sbspro.2015.11.271>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.2307/3151312>
- Hall, D. T. (2002). *Careers in and out of organizations*. Sage Publications.
- He, Z., Zhou, Y., Li, F., Rao, Z., & Yang, Y. (2021). The effect of proactive personality on college students' career decision-making difficulties: Moderating and mediating effects. *Journal of Adult Development*, 28(2), 116–125. <https://doi.org/10.1007/s10804-020-09359-9>
- Henseler, J., & Fassott, G. (2010). Testing moderating effects in PLS path models: An illustration of available procedures. In V. Esposito Vinzi, W. Chin, J. Henseler, & H. Wang (eds.), *Handbook of partial least squares. Springer handbooks of computational statistics*. Springer. https://doi.org/10.1007/978-3-540-32827-8_31
- Herriot, P., Manning, W. E., & Kidd, J. M. (1997). The content of the psychological contract. *British Journal of Management*, 8(2), 151–162. <https://doi.org/10.1111/1467-8551.0047>
- Hiller, N. J., & Hambrick, D. C. (2005). Conceptualizing executive hubris: The role of (hyper-) core self-evaluations in strategic decision-making. *Strategic Management Journal*, 26(4), 297–319. <https://doi.org/10.1002/smj.455>
- Hopkins, S. A., Bentley, A., Phillips, V., & Barclay, S. (2020). Advance care plans and hospitalized frail older adults: A systematic review. *BMJ Supportive & Palliative Care*, 10(2), 164–174. <https://doi.org/10.1136/bmjspcare-2019-002093>
- Horesh, D., & Brown, A. D. (2020). Traumatic stress in the age of COVID-19: A call to close critical gaps and adapt to new realities. *Psychological Trauma: Theory, Research, Practice, and Policy*, 12(4), 331 – 335. <https://doi.org/10.1037/tra0000592>

- Igbaria, M., Greenhaus, J.H., & Parasuraman, S. (1991). Career orientations of MIS employees: An empirical analysis. *MIS Quarterly*, *15*(2), 151–169. <https://doi.org/10.2307/249376>
- Jacoby, L.L., Kelley, C.M., & McElree, B.D. (1999). The role of cognitive control: Early selection versus late correction. In S. Chaiken & Y. Trope (eds.), *Dual-process theories in social psychology* (pp. 383–400). The Guilford Press.
- Jo, H., Ra, Y. - A., Lee, J., & Kim, W. H. (2016). Impact of dysfunctional career thoughts on career decision self-efficacy and vocational identity. *The Career Development Quarterly*, *64*(4), 333–344. <https://doi.org/10.1002/cdq.12069>
- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, *86*(1), 80–92. <https://psycnet.apa.org/doi/10.1037/0021-9010.86.1.80>
- Judge, T. A., Erez, A., Bono, J. E., & Thoresen, C. J. (2003). The core self-evaluations scale (CSES): Development of a measure. *Personnel Psychology*, *56*(2), 303–331. <https://psycnet.apa.org/doi/10.1111/j.1744-6570.2003.tb00152.x>
- Kim, Y. - J., Lee, S. - Y., & Cho, J. - H. (2020). A study on the job retention intention of nurses based on social support in the COVID-19 situation. *Sustainability*, *12*(18), 7276. <https://doi.org/10.3390/su12187276>
- Korkmaz, O., & Kirdok, O. (2022). Career adaptabilities in university students: Examining the prediction of career goal feedback and life goals. *MOJES: Malaysian Online Journal of Educational Sciences*, *10*(1), 1–10.
- Krumboltz, J. D., & Levin, A. L. (2010). *Luck is no accident: Making the most of happenstance in your life and career*. Impact Publishers.
- Kumari, K. T. (2022). Work/family conflict and career advancement: Demographic differences as moderators among IT employees. *Prabandhan: Indian Journal of Management*, *15*(9), 25–39. <https://doi.org/10.17010/pijom/2022/v15i9/172193>
- Kurup, A. J., Pandey, S., & Charfare, M. (2020). Mediating effects of factors influencing career satisfaction of women academicians in higher education. *Prabandhan: Indian Journal of Management*, *13*(4), 7–24. <https://doi.org/10.17010/pijom/2020/v13i4/151823>
- Lei, L., & Woodend, J. (2014). *Shifting from career decision-making to career design-making*. Canadian Counselling and Psychotherapy Association (CCPA), Career Counsellors. <http://ccpacdchapter.blogspot.com/2014/11/shifting-from-career-decision-making-to.html?view=Magazine>
- Lent, R. W. (2020). Career development and counseling: A social cognitive framework. In S. D. Brown & R. W. Lent (eds.), *Career development and counseling: Putting theory and research to work*. John Wiley & Sons.
- Lent, R. W., & Brown, S. D. (2020). Career decision making, fast and slow: Toward an integrative model of intervention for sustainable career choice. *Journal of Vocational Behavior*, *120*, 103448. <https://doi.org/10.1016/j.jvb.2020.103448>
- Lent, R. W., Brown, S. D., & Hackett, G. (2000). Contextual supports and barriers to career choice: A social cognitive analysis. *Journal of Counseling Psychology*, *47*(1), 36–49. <https://psycnet.apa.org/doi/10.1037/0022-0167.47.1.36>

- Lent, R. W., Brown, S. D., & Hackett, G. (2002). Career development from a social cognitive perspective. In, D. Brown & L. Brooks (eds.), *Career choice and development* (pp. 255 – 311). Jossey-Bass.
- Li, Y. I., Hazler, R. J., & Trusty, J. (2017). Relational self-construal as a moderator of social support in career decision-making. *The Career Development Quarterly*, 65(1), 44–56. <https://doi.org/10.1002/cdq.12079>
- Lin, C. - L., & Jeng, C. - H. (2017). Exploring interface problems in Taiwan's construction projects using structural equation modeling. *Sustainability*, 9(5), 822. <https://doi.org/10.3390/su9050822>
- Lipshits-Braziler, Y., Gati, I., & Tatar, M. (2015). Strategies for coping with career indecision: Concurrent and predictive validity. *Journal of Vocational Behavior*, 91, 170–179. <https://psycnet.apa.org/doi/10.1016/j.jvb.2015.10.004>
- Liu, W., Zhang, Q., Chen, J., Xiang, R., Song, H., Shu, S., Chen, L., Liang, L., Zhou, J., You, L., Wu, P., Zhang, B., Lu, Y., Xia, L., Huang, L., Yang, Y., Liu, F., Semple, M. G., Cowling, B. J., Lan, K., ... Liu, Y. (2020). Detection of Covid-19 in children in early January 2020 in Wuhan, China. *The New England Journal of Medicine*, 382(14), 1370–1371. <https://doi.org/10.1056/NEJMc2003717>
- London, M., & Noe, R. A. (1997). London's career motivation theory: An update on measurement and research. *Journal of Career Assessment*, 5(1), 61–80. <https://doi.org/10.1177/106907279700500105>
- Luck, D. J., & Rubin, R. S. (1987). *Marketing research* (7th ed). Prentice-Hall International.
- Lyons, S. T., Schweitzer, L., Ng, E., & Kuron, L. (2012). Comparing apples to apples: A qualitative investigation of career mobility patterns across four generations. *Career Development International*, 17(4), 333–357. <https://doi.org/10.1108/13620431211255824>
- Malik, P., & Garg, P. (2018). Psychometric testing of the resilience at work scale using Indian sample. *Vikalpa: The Journal for Decision Makers*, 43(2), 77–91. <https://doi.org/10.1177/0256090918773922>
- Malik, P., & Garg, P. (2020). Learning organization and work engagement: The mediating role of employee resilience. *The International Journal of Human Resource Management*, 31(8), 1071–1094. <https://doi.org/10.1080/09585192.2017.1396549>
- Mitchell, K.E., Levin, S. Al, & Krumboltz, J.D. (1999). Planned happenstance: Constructing unexpected career opportunities. *Journal of Counseling & Development*, 77(2), 115–124. <https://doi.org/10.1002/j.1556-6676.1999.tb02431.x>
- Ortiz, R. E. (2015). *Exploring the relationship between social support and career motivation for minority women*. San Francisco State University.
- Özden, K. (2014). *Examination of psychosocial predictors of psychological wellbeing among university students in terms of social cognitive career theory* (Unpublished Doctoral Dissertation). <http://193.255.56.45:8080/xmlui/bitstream/handle/23456789/164/TezKadirOzden.pdf?sequence=1&is>
- Pathak, D., & Joshi, G. (2020). Impact of psychological capital and life satisfaction on organizational resilience during COVID-19: Indian tourism insights. *Current Issues in Tourism*, 24(17), 2398–2415.
- Patwardhan, V., Mayya, S., & Joshi, H. (2018). Women managers moving on: What might influence their career advancement and satisfaction in the Indian hotel industry? *Prabandhan: Indian Journal of Management*, 11(12), 7–21. <https://doi.org/10.17010/pijom/2018/v11i12/139986>

- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Preston, M., & Salim, R. M. (2019). Parenting style, proactive personality, and career decision self-efficacy among senior high school students. *Humanitas Indonesian Psychological Journal, 16*(2), 116–128.
- Rigdon, E. E., Schumacker, R. E., & Wothke, W. (1998). A comparative review of interaction and nonlinear modeling. In R. E. Schumacker & G. A. Marcoulides (eds.), *Interaction and nonlinear effects in structural equation modeling* (pp. 1–16). Lawrence Erlbaum Associates Publishers.
- Robbins, J. M., Ford, M. T., & Tetrick, L. E. (2012). Perceived unfairness and employee health: A meta-analytic integration. *The Journal of Applied Psychology, 97*(2), 235–272. <https://doi.org/10.1037/a0025408>
- Rojas, L. F. (2015). Factors affecting academic resilience in middle school students: A case study. *Education and Learning Research Journal, 11*, 63–78.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs: General and Applied, 80*(1), 1–28. <https://psycnet.apa.org/doi/10.1037/h0092976>
- Rudolph, C. W., Lavigne, K. N., & Zacher, H. (2017). Career adaptability: A meta-analysis of relationships with measures of adaptivity, adapting responses, and adaptation results. *Journal of Vocational Behavior, 98*, 17–34. <https://psycnet.apa.org/doi/10.1016/j.jvb.2016.09.002>
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology, 61*, 101860. <https://doi.org/10.1016/j.cedpsych.2020.101860>
- Savickas, M. L. (1998). Career style assessment and counseling. In T. Sweeney (ed.), *Adlerian counseling: A practitioner's approach* (4th ed., pp. 149–205). Accelerated Development.
- Savickas, M. L., Nota, L., Rossier, J., Dauwalder, J. -P., Duarte, M. E., Guichard, J., Soresi, S., Esbroeck, R. V., & Van Vianen, A. E. (2009). Life designing: A paradigm for career construction in the 21st century. *Journal of Vocational Behavior, 75*(3), 239–250. <https://doi.org/10.1016/j.jvb.2009.04.004>
- Schein, E. H. (1974). *Career anchors and career paths: A panel study of management and school graduates* (Technical Report No 1). MIT–Sloan School of Management, Cambridge.
- Schein, E. H. (1978). *Career dynamics: Matching individual and organizational needs*. Addison-Wesley.
- Schein, E. H. (1990). *Career anchors: Discovering your real values*. Pfeiffer.
- Shuck, B., Peyton Roberts, T., & Zigarri, D. (2018). Employee perceptions of the work environment, motivational outlooks, and employee work intentions: An HR practitioner's dream or nightmare? *Advances in Developing Human Resources, 20*(2), 197–213. <https://doi.org/10.1177/1523422318757209>
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological Methodology, 13*, 290–312. <https://doi.org/10.2307/270723>
- Swanson, J. L., & Parcover, J. A. (1998). Annual review: Practice and research in career counseling and development. *The Career Development Quarterly, 47*(2), 98–134. <https://psycnet.apa.org/doi/10.1002/j.2161-0045.1998.tb00546.x>

- Turner, M., Holdsworth, S., Scott-Young, C. M., & Sandri, K. (2021). Resilience in a hostile workplace: The experience of women onsite in construction. *Construction Management and Economics*, 39(10), 839–852. <https://doi.org/10.1080/01446193.2021.1981958>
- Wang, L., Tao, H., Bowers, B. J., Brown, R., & Zhang, Y. (2018). Influence of social support and self-efficacy on the resilience of early career registered nurses. *Western Journal of Nursing Research*, 40(5), 648–664. <https://doi.org/10.1177/0193945916685712>
- Webb, L., Cox, N., Cumbers, H., Martikke, S., Gedzielewski, E., & Duale, M. (2017). Personal resilience and identity capital among young people leaving care: Enhancing identity formation and life chances through involvement in volunteering and social action. *Journal of Youth Studies*, 20(7), 889–903. <https://doi.org/10.1080/13676261.2016.1273519>
- Wong, T. C. (1999). *Marketing research*. Oxford.
- Wu, B. H. (2018). *The role of career optimism and perceived barriers in college students' academic persistence: A social cognitive career theory approach* (Dissertations). 1548. <https://aquila.usm.edu/dissertations/1548>

About the Authors

Rachna Kishor Gedam is an Assistant Professor at Jamia Millia Islamia, New Delhi.

Dr. Nikhil Mehta is an Associate Professor at NITIE, Mumbai.

Dr. Hema Date is an Associate Professor at NITIE, Mumbai.