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The Mediation Role of Career Adaptability between Career Commitment and Career Motivation: An Empirical Investigation

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Abstract: This study investigates the nexus between career commitment, adaptability and motivation, and the mediation role of career adaptability on the relationships between career commitment and motivation. Data were collected randomly from marketers working in the telecommunication sector in the Kurdistan region of Iraq through online questionnaires. There were 121 out of 285 forms received and analyzed using the structural equation modeling approach. The findings indicate that both career commitment and adaptability have direct effects on career motivation. Furthermore, a mediation effect of career adaptability was identified in the relationship between career commitment and motivation. The findings of the study contribute to the career motivation literature by investigating the effects of individual factors, namely career commitment and career adaptability, on career motivation in the context of developing countries. The study also points out the compound effect of these factors on career motivation.

Keywords: *Career motivation; career commitment; career adaptability; structural equation modeling.*

1. Introduction

Career motivation (CM) reflects a dynamic and changeable concept in demonstrating persons' attitudes in endeavors to achieve self-development and progression (Fang, Zhang, Mei, Chai, & Fan, 2018). A wealth of research suggests that CM is not arbitrary, but rather a sequence of career ambition and professional development (Amin, Arshad, & Ghani, 2017; Day & Allen, 2004). Scholarly works have recently built new models to understand the factors that influence CM and its changeable nature. However, most of these empirical works relied on key organizational factors such as promotion policies and salary structure (Hennekam, 2015). The insufficient understanding of individual factors has been a substantial problem in comprehending the dynamic nature of CM (Haibo, Xiaoyu, Xiaoming, & Zhijin, 2018; Ito & Brotheridge, 2005). This study assumes that CM might be more subject to individual beliefs, feelings, and adjustment ability to career-related changes. Studies based on career theory support the idea that both career commitment (CCMT) and adaptability play a significant role in enhancing CM (Hennekam, 2015; Kim & Kim, 2018; Meyer & Parfyonova, 2010; Srikanth & Israel, 2012). Amin et al. (2017) confirmed that the employees with high level of CCMT possess positive attitudes toward their jobs and achieve more career motivation. Affum-Osei et al. (2020) reported that career adaptability (CA) linked with many implicational outcomes that may increase CM. An important role of CCMT is to provide an individual incentive for faster and greater adaptability for career-related changes.

The effective integration of CCMT and CA will allow individuals to improve the attitudes and talents needed to manage their career successfully (Jiang, Hu, & Wang, 2018; Kim & Kim, 2018). In this regards, previous studies indicate that the association between CCMT and motivation may be affected by other factors that may increase the effect of the CCMT significantly (Kim & Kim, 2018; Zacher, Ambiel, & Noronha, 2015). According to the World Bank statistics, the unemployment rate has significantly increased in Iraq since 2015 (World Bank, 2017) and the Kurdistan region of Iraq (KRI) especially has the lowest labor force participation in the world. Therefore, the KRI has undertaken a huge process of enterprise privatization to deal with the problem of unemployment (Aljanabi & Noor, 2015). In addition, the unstable environmental context (Aljanabi, Hamasaleh, & Noor, 2019) has significantly impacted the individuals' commitment and influenced the turnover levels in the market, which weakened the ability of individuals to adapt to their new careers (World Bank, 2017). This study contributes to the literature by investigating the role of CCMT and CA in predicting CM. According to our knowledge, no model so far has examined the effect of CCMT and CA on CM within this investigated sample and even studies on CM for marketers as a professional group is scarce (Duffy & Blustein, 2005; Fang et al., 2018; Kim & Kim, 2018; Meyer & Parfyonova, 2010). Moreover, studying CM without the inclusion of the compound effect between CM and CA can restrict the results in two folds: (a) excluding the compound effect limits the generalizability of theories and results, and (b) from a practical viewpoint.

Because the interaction between individuals' beliefs, feelings and their dynamic ability to adapt to their career-related changes have repercussions that need to be addressed. In light of the above, the objectives of this study are to analyze:

- The influence of career commitment on career motivation,
- The influence of career adaptability on career motivation, and
- The mediation role of career adaptability on the relationships between career commitment and motivation.

In the Following Sections, this Study First Introduces the Theoretical Explanation of the Three Research Variables: CM, CCMT and CA, and hypotheses that are derived from the theoretical discussion, followed by the method of the study. Then, empirical testing results are reported with a discussion. Finally, implications and suggestions for future research will be presented.

2. Theoretical Background

Career Motivation: Career is generally considered as a lifelong implication of an employee's role-related skills and knowledge (Day & Allen, 2004; Greller, 2006), and a range of professions organized in the course of person's lifetime (Meyer & Parfyonova, 2010). As more organizations strive to achieve high performance, they search for different approaches to help them to predict CM so as to be able to recruit more competent employees (Aljanabi & Kumar, 2013; Wayne, Liden, Kraimer, & Graf, 1999). In this context, CM can be regarded as an unstable notion to demonstrate an employee's steps toward personal development and self-achievements (Fang et al., 2018; Haibo et al., 2018; Said et al., 2015). Given the significance of career for both organizations and employees, a need for investigating the factors, which can have an impact on CM, is indispensable (Srikanth & Israel, 2012; Wayne et al., 1999). Practical research refers to various issues which are linked to CM. The main factors which research usually depends on are the range of promotions, salary rises, or even evaluation scales which career needs are satisfied with. The career theory takes other interpretations into consideration, showing that they are not only related to organizational factors, but to the individuals themselves as well (Arthur, Khapova, & Wilderom, 2005; Hennekam, 2015).

Based on the current trends on careers, CM gained a significant stand due to the results of individual's career experiences (Day & Allen, 2004; De-Vos & Soens, 2008; Wayne et al., 1999). However, scholars have highlighted three dimensions of CM; namely career resilience, career identity and career insight (Said et al., 2015). Career resilience refers to an individual's capability to cope with unstable situations, even if the context is not cooperative or disturbing (Day & Allen, 2004). Organizations that provide a supportive environment for high performance and powerful methods for accomplishments contribute in strengthening their employees' career resilience (Aljanabi, Noor, & Kumar, 2014). Moreover, it is obvious that resilience engages gearing the negative consequences of stressful events into positive ones. Hence, career resilience can robustly be influenced by internal motivations like positive self-esteem, self-control, and a desire to seek out purpose in life in spite of challenges and undesirable events (Despina, Argyropoulou, Drosos, Kaliris, & Mikedaki, 2015; Heslev, 2005). The second dimension is career identity which represents the trend of motivation (Bridgstock, 2009; Despina et al., 2015). It improves through career preparation practices.

Organizations possess a vital role in career identity by offering real chances for personal development and progression (Praskova, Creed, & Hood, 2015; Quigley & Tymon, 2006). It is no doubt that career identity causes impacts on career decisions and manners (Alnıaçık, Alnıaçık, Akçin, & Erat, 2012). For instance, planning and decision making are affected by individual factors. Hence, career identity can impact a person's total career development and well-being (Praskova et al., 2015; Srikanth & Israel, 2012). The last dimension is career insight which refers to the capability of being subjective regarding someone and his or her career and to have certain perceptions to utilize in developing goals. It is composed of having clear career goals and understanding the positive and negative sides. Career insight contains a framework for goal setting, path goal framework, chances for change, and visibility of organizational procedures (Day & Allen, 2004). Employees who have maximum scores on career insight are more likely to be involved in exercises like searching for potential career changes, collecting data on career chances and setting smart goals and practical plans, comprehending personal strengths and weakness, interests and degree of career satisfaction (Alnıaçık et al., 2012; Amin et al., 2017).

Career Commitment: CCMT refers to the employee's conscious, beliefs, and adaptation of organizational goals and values belonging to a certain organization and its leadership (Blau, 1985; Srikanth & Israel, 2012). CCMT has been regarded as a person's belief and acceptance of certain values of his or her selected profession and willingness to protect membership in related occupations (Yahya & Tan, 2015). It is recognized by a great sense of realization and vital engagement in an employee's career objectives (Alnıaçık et al., 2012; Amin et al., 2017). CCMT is among the profiles of skillful employees, it has been indicated to affect motivation in multiple ways. For example, research carried out in the hazelnut industry revealed that commitment and CM are importantly associated (Meyer & Parfyonova, 2010). However, the commitment to a person's goals is not the same as an organization's goal; commitment in one's career may cause recruitment to different organizations. This means an employee may be committed to his/her career only or to his/her organization or committed to both or neither of them (Srikanth & Israel, 2012). Scholars highlighted three concepts of CCMT, namely affective, continuance and normative commitment. Affective commitment relates to the impact of CCMT on a persons' career dependent on their passion to stay in the same job (Amin et al., 2017; Srikanth & Israel, 2012).

Encouraging employees to have a passionate commitment to engage themselves in the organization and to it goals and values create an emotional connection to the organization and its organization membership (Mccallum, Forret, & Wolff, 2014). Continuance commitment is regarded as a desire to stay in an organization due to personal investment in the shape of untransformed investments. For instance, working closely with co-workers, retirement investments, gained job talents, period of employment in an organization, involvement in the society in which the employer is secured, and other benefits that causes loss of costs for one to leave and search for recruitment elsewhere (Jiaxi, Qing, Danmin, Xiaofei, & Jiaxi, 2014; Umoh & Amah, 2018). Normative commitment is defined as employees sense of mandatory offers of assistance to stay at their organizations (Meyer & Parfyonova, 2010; Sheard, 2009). A person's orientations and behaviors such as ethical duty, and a person's necessity to respond resulted from achieved benefits such as a sense of appreciation (Mccallum et al., 2014; Wang, Weng, McElroy, Ashkanasy, & Lievens, 2014). Individuals with the maximum level of normative commitment feel that they have to stay within the organization. Normative commitment is influenced substantially by socialization and/or culture prior to access into an organization (Weibo, Kaur, & Jun, 2010).

Career Adaptability: The unexpected changes in work environments and the constant introduction of modern technologies have created the necessity for updated and various career talents that will efficiently administer them (Ebenehi, Rashid, & Bakar, 2016; Ginevra et al., 2018). The nature of this unstable career structure is in response to the internationalization of labor markets and economics, and the competition among employers. Thus, the necessity for CA from the workforce represents an indispensable factor for the success of any profession (Fawehinmi & Yahya, 2018; Haibo et al., 2018; Savickas & Porfeli, 2012). CA relates to the psychological ability that help employees to adapt with present and expected vocational development tasks (Jiang et al., 2018), and it can enhance employee's adjustment to profession-related changes and effective progression across the profession time (Haibo et al., 2018; Koen, Klehe, Van Vianen, Zikic, & Nauta, 2010; Savickas & Porfeli, 2012). However, researchers have focused on four dimensions of CA including career concern, career control, career curiosity and career confidence. Career concern refers to the concern of employees who have strong attention to their careers and are aware of the modifications.

That may happen in the future and, thus, take the necessary steps on the way of meeting their profession-related goals. Hence, an employee's expectations of the future improves an individual's capability to plan, which is based on the number of useful consequences (Autin, Douglass, Duffy, England, & Allan, 2017; Avram, Burtaverde, & Zanfirescu, 2019; Hirschi, Herrmann, & Keller, 2015; Koen et al., 2010). The second dimension is career control which refers to self-regulatory elements that helps individuals to become responsible for the course of events to reach the desired results depending on self-discipline and continuous efforts (Affum-Osei et al., 2020). The third dimension is career curiosity which refers to the ability of exploration of personal opportunities and exploitation of this knowledge in reaching an individual's career-related goals (Affum-Osei et al., 2020; Ebenehi et al., 2016; Ginevra et al., 2018). The last dimension is career confidence which refers to individuals' trust in their abilities to deal with career-related problems in a successful manner. Thus, individuals with strong self-reliance tend to show more determination to overcome difficulties (Despina et al., 2015; Jiang et al., 2018).

Research Framework and Hypothesis Development

CCMT and CM: Individuals may stay in their careers as a result of success in their professional life. Within this context, many studies indicated that CCMT plays a crucial role and is the main factor which influences CM (Duffy & Blustein, 2005; Haibo et al., 2018). Alnıaçık et al. (2012) presented real examples that CCMT projected CM. They concentrated on employees, who demonstrated commitment to their careers, as having to practice strong subjective CM. For instance, alignment of employee's value to one's career, sense of identity with one's career, and positive feelings compared to those with less commitment. Amin et al. (2017) stated that the higher degree of CCMT possessed by employees, the more positive the attitude towards their work, which in turn impacts CM. Alnıaçık et al. (2012) proves that highly committed employees wish to stay within the organization and to work seriously regarding their careers' goals. Yahya & Tan (2015) assured that individuals who are dedicated to their careers can undoubtedly set high career objectives for themselves and make every effort, also going on to achieve these goals even during the obstacles and hard times. Following the above argument, this study hypothesizes that:
Hypothesis 1. CCMT is positively related with CM.

CCMT and CA: Organizations exert strenuous efforts in retaining employees who are willing to work and become adaptable and committed to organizational goals (Ito & Brotheridge, 2005; Zacher et al., 2015) Employees who have high CCMT will have high motivation to complete their work, more adaptability to potential problems, and help their organizations to be successful (Day & Allen, 2004). High levels of CCMT enable individuals to cope with future changes, hence, those individuals have more possibility of success in their prospect careers in their organizations (Haibo et al., 2018). Previous studies have considered CCMT as an important catalyst for CA. Obviously, individuals with very low CCMT would hardly expend sufficient effort or set high objectives at work (Jiaxi et al., 2014). Ito & Brotheridge (2005) reported that administrating CCMT and CA is uneasy procedure, since practices are consistent with high engagement within the organizations. Kim & Kim (2018) mentioned that employees who have high level of CCMT would be more adaptable to the organization's circumstances that they belong to. Thus, this study hypothesizes the following:
Hypothesis 2. CCMT is positively related with CA.

CA and CM: Individuals who are able to sort out unexpected issues offered by vocational duties might accomplish competitive benefits more than their counterparts at work. Thus, CA in the shape of proficiencies collected via learning and experiences is mainly appreciated in the labor market that enhance CM (Avram et al., 2019; Haibo et al., 2018; Hirschi et al., 2015). Studies found that CA is linked to the range of useful findings which may maximize CM transformation and exploitation of new information (Affum-Osei et al., 2020; Aljanabi, 2018; Zacher et al., 2015). Koen et al. (2010) mentioned that CA consists of an employee's capicity to encounter, follow, or admit modifying career roles and to effectively manage career transitions. Fawehinmi & Yahya (2018) affirmed that CA reflects a diverse array of manners, attitudes and proficiencies assisting in the preventive adaptation to changing work circumstances which leads to CM. Ohme & Zacher (2015) offered evidence that CA is a significant competency for employees to positively administer the competing work demands that happen within their career. Avram et al. (2019) recommended that career adaptability includes a structure of reference which contains career motivation. Jianga et al. (2018) demonstrates that CA concerns an individual's belief in their capacities to succeed in their career. Hence, this study hypothesizes the following:
Hypothesis 3. CA is positively related with CM.

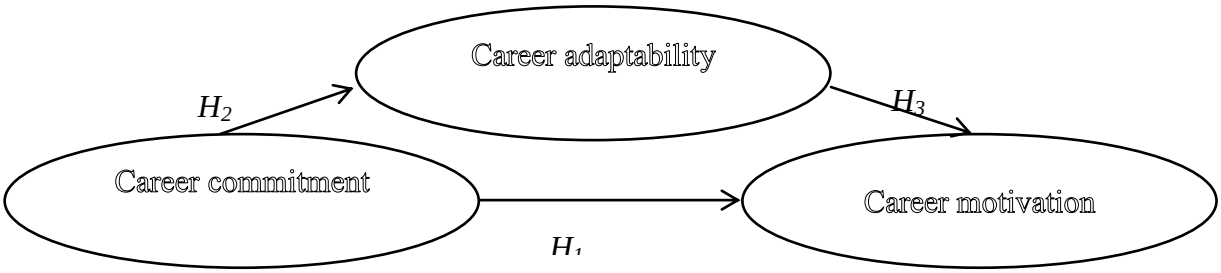
The Mediation Role of CA: A previous study argued that organizations have a greater reliance on committed employees to reach their goals, whereas employees who have more adaptability are more motivated to achieve their career goals successfully (Day & Allen, 2004; Ito & Brotheridge, 2005). Attributes such as career attention, self-regulation and more importantly the ability of dealing with career-related problems; make CA one of the most important characteristics that help committed employees to be motivated (Autin et al., 2017; Avram et al., 2019). Accordingly, these attributes could be used to increase employees' engagement with organizational goals and contribute to their CM (Wayne et al., 1999; Yahya & Tan, 2015). However, simply depending on employees' commitment is insufficient; an organization must also provide the supportive environment that helps those employees to adapt to their career related changes (Aljanabi et al., 2014). Evidence has shown that employees who are dedicated and adaptable to their careers should also achieve

more CM than those who are undedicated and unadaptable. Dedicated and adaptable employees shall be prepared to make important investments in their careers (Alnıaçık et al., 2012; Yahya & Tan, 2015).

In this regard Amin et al. (2017) argued that employees who are more committed to their careers allocates more time to develop their capabilities to adapt to their career's circumstances. Koen et al. (2010) reported that CA is an effective tool that enables employees to meet and cope with their career changes and deal with career transitions successfully. Similarly, other researchers have underlined CA as a crucial mechanism that improves employees' adjustments to career-related changes and contributes to their CM (Fang et al., 2018; Meyer & Parfyonova, 2010). Thus, this study argues that the mere commitment to a certain career is not enough; employees need to possess the required adaptability and should be provided the supportive environment to augment the benefits of those individual characteristics to achieve their careers successfully. Hence, the current study postulates the following:

Hypothesis 4. CA mediates the relationship between CCMT and CM. In light of the discussion above, the theoretical framework Figure 1 depicts how CCMT and CA influence the CM.

Figure 1: Research Framework



3. Research Methodology

Sampling and Data Collection: An online questionnaire was carried out to collect data from employees working in the communication sector in the KRI. The survey was implemented from the beginning of Nov 2019 to the end of March 2020. The data has been gathered from five companies namely, ASIA CELL, KORAK, IQ Online, Kurdtel, and Gorannet, within the three cities of Erbil, Duhok, and Sulaimany. The targeted population of this research contains marketing employees. They are: marketing, media marketing, selling and IT. The total number of employees is 1041. This study has been conducted in a relatively newly established sector (i.e. communication sector) on a professional group (i.e. marketers) context. Random sampling technique has been used in this research. According to Krejcie & Morgan(1970) and in the light of the targeted population, it is acceptable to opt a minimum sample of 285 employees from the entire targeted population. Therefore, emails have been sent to 285 employees who work in the marketing field within the studied companies. Finally, the complete number of gathered and useful questionnaires was 121, which consisted of a 42.5 percent response rate. Non-response bias also was analyzed by the t-test method (Armstrong & Overton, 1977) the findings indicate non-significant differences between the early and late participants' groups.

Questionnaire Development: The examined variables have been measured utilizing a seven-point Likert-type scale, ranging from 1 which was assigned for "strongly disagree" to 7 for "strongly agree." The content validity was carried out by revising career literature, along with the consultation of academicians in the career development area. CM has been measured using 21-item scale which has been adapted from Day and Allen (2004) that assesses career motivation. The scale focuses specifically on assessing career insight, career resilience, and career identity. Whereas, CCMT was measured via 8-item scale adapted from Blau (1985). Finally, CA scale comprises 24 items adapted from Savickas and Porfeli (2012). CA scale highlights specifically on evaluating career concern, control, curiosity, and confidence.

Statistical Analysis: Partial least squares structural equation modeling (PLS-SEM) method (Hair, Hult, Ringle, & Sarstedt, 2014) was utilized to examine the employed measure and the structural relationships between the investigated variables, to analyze the collected data, Smart-PLS version 3.2.9 (Ringle, Wende, & Becker, 2015) utilized.

Measurement Model: In this step, the construct validity and credibility of the measures is assessed. Initially, the convergent validity is assessed to verify the extent to which the items of each constructs are correlated. To do so, the loadings for included items should be more than 0.70. As illustrated in Tables 1, 2 and Figure 2, all loadings were more than this value. However, some items have low factor loadings, namely career insight (CI6, and CI7), and career identity (CI7), accordingly excluded from the analysis. In addition, construct validity, composite reliability (C.R), and average variance extracted (AVE) have been assessed as well. According to the related literature, 0.70 represents undeniable proof of reliability and 0.80 or more than that offers typical evidence (Hair, Ringle, & Sarstedt, 2011). As shown in Tables 1 and 2, the investigated variables in the measurement model manifest a Cronbach's alpha of 0.869 or higher, and C.R of 0.905 or higher. AVE has been examined as another indicator of the construct credibility as suggested by ((Hair et al., 2014). The acceptance threshold of AVE value is 0.5. Tables 1 and 2 demonstrate that entire constructs meet this threshold. Thus, our assessments of loadings, Cronbach's alpha, C.R, and AVE shows that convergent validity and reliability have been set up in satisfactory manner. Moreover, discriminant validity has been assessed as suggested by Fornell & Larcker (1981) and illustrated in Table 3. The results indicate that the measurement model has met the discriminant validity conditions.

4. Results

Table 1: Convergent Validity Analysis for Depended Variable

Constructs	Items	Loading	Cronbach's α	C.R	AVE
Career insight	CI1	0.842	0.869	0.905	0.656
	CI2	0.821			
	CI3	0.810			
	CI4	0.813			
	CI5	0.763			
Career identity	CID1	0.924	0.899	0.923	0.668
	CID2	0.774			
	CID3	0.875			
	CID4	0.773			
	CID5	0.805	0.873	0.902	0.568
	CID6	0.737			
Career resilience	CR1	0.727	0.911	0.928	0.619
	CR2	0.725			
	CR3	0.826			
	CR4	0.796			
	CR5	0.718			
	CR6	0.751			
	CR7	0.724			

Table 2: Convergent Validity Analysis for Independent Variables

Constructs	Items	Loading	Cronbach's α	C.R	AVE
Career commitment	CCMT1	0.858	0.911	0.928	0.619
	CCMT2	0.795			
	CCMT3	0.723			
	CCMT4	0.788			
	CCMT5	0.754			

	CCMT6	0.890			
	CCMT7	0.715			
	CCMT8	0.753			
Career concern	CC1	0.808	0.900	0.923	0.668
	CC2	0.938			
	CC3	0.800			
	CC4	0.776			
	CC5	0.809			
	CC6	0.763			
Career confidence	CCO1	0.800	0.887	0.914	0.639
	CCO2	0.846			
	CCO3	0.764			
	CCO4	0.743			
	CCO5	0.778			
	CCO6	0.860			
Career control	CCT1	0.722	0.895	0.921	0.661
	CCT2	0.752			
	CCT3	0.913			
	CCT4	0.871			
	CCT5	0.882			
	CCT6	0.716			
Career curiosity	CCU1	0.721	0.891	0.917	0.649
	CCU2	0.792			
	CCU3	0.802			
	CCU4	0.841			
	CCU5	0.885			
	CCU6	0.783			

Figure 2: Measurement Model

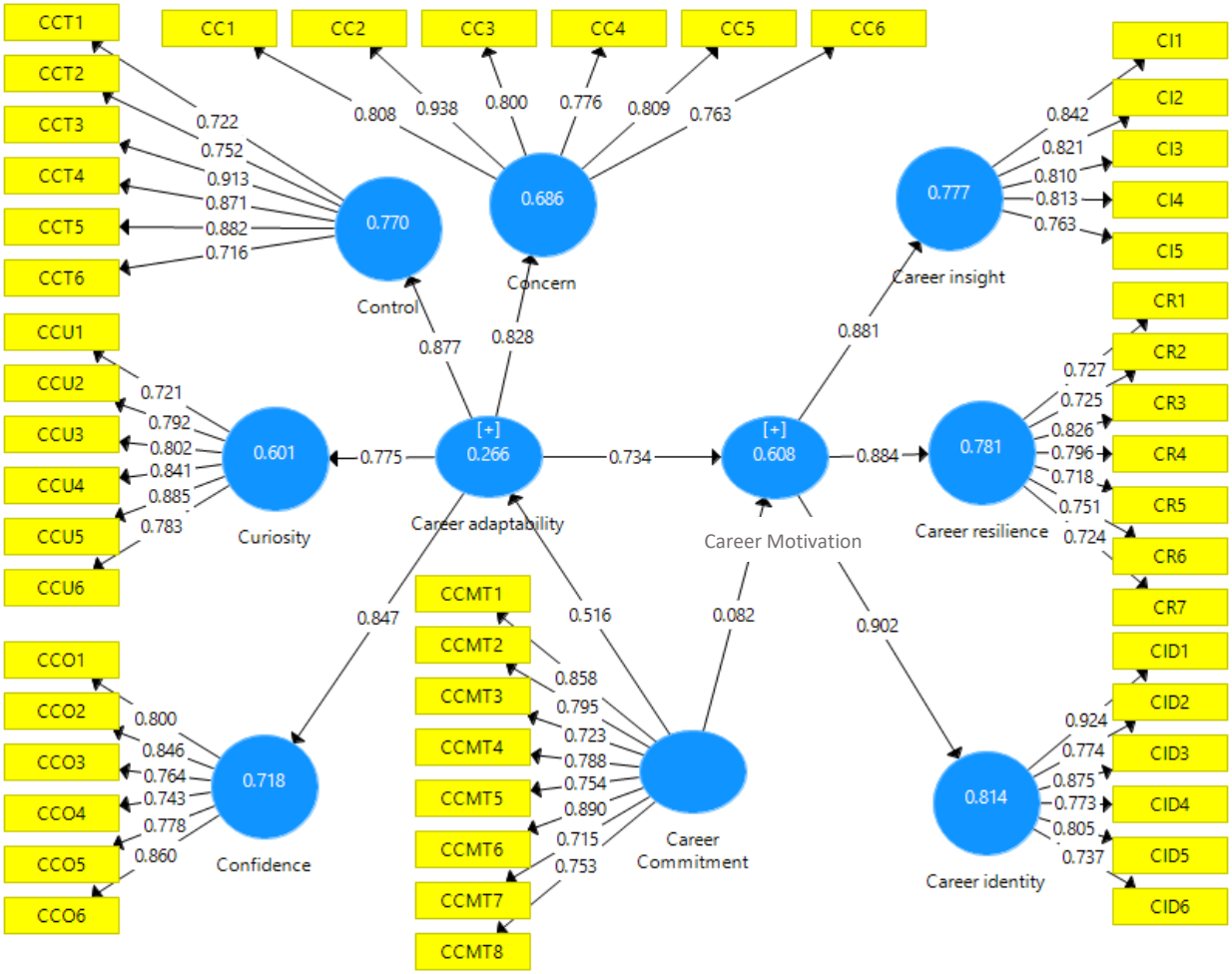


Table 3: Discriminant Validity

Items	1	2	3	4	5	6	7	8
1.Career commitment	0.787							
2.Career identity	0.391	0.817						
3.Career insight	0.457	0.712	0.810					
4.Career resilience	0.385	0.677	0.670	0.753				
5.Career concern	0.428	0.552	0.744	0.565	0.818			
6.Career confidence	0.437	0.558	0.620	0.602	0.585	0.800		
7.Career control	0.441	0.576	0.664	0.475	0.653	0.683	0.813	
8.Career curiosity	0.412	0.512	0.547	0.487	0.503	0.548	0.567	0.806

Verifying Second-Order Constructs: Second-order latent variables, namely, the CM and CA constructs were modelled utilizing repeated-indicators method. As illustrated in Table 4, both constructs were completely represented through their first-order constructs (Hair et al., 2014).

Table 4: Establishment of Second-Order Constructs

Second-order variable	First-order construct	Path Coefficient	SE	t-value	p-Value	R^2
Career motivation	Career identity	0.902***	0.011	78.613	0.000	0.814
	Career insight	0.881***	0.014	62.264	0.000	0.777
	Career resilience	0.884***	0.018	47.982	0.000	0.781
Career adaptability	Career concern	0.828***	0.029	28.171	0.000	0.686
	Career confidence	0.847***	0.028	30.504	0.000	0.718
	Career control	0.877***	0.021	42.128	0.000	0.770
	Career curiosity	0.775***	0.029	26.637	0.000	0.601

Note:***:p<0.001

Structural Model: In this step, path coefficients and their significance are investigated. First, the bootstrapping approach was utilized to calculate t-values for each path. As illustrated in Table 5 and Figure 3, the findings demonstrate that all proposed paths in the model have significant values. The findings indicate the positive and significant influence of CM on CCMT (β=0.082, t=1.974, p<0.05). These values support H1 in the current study. This result is consistent with Alnıaçık et al. (2012) and Yahya & Tan (2015) who directly linked CCMT with CM by constantly developing new career goals and working hard to achieve them. The nexus between CCMT and CA reveals significant influence (β=0.516, t=11.071, p<0.001) providing evidence to support H2. This result is consistent with Kim & Kim (2018) who mentioned that high level of CCMT would increase employees' adaptability to the organization's circumstances that they belong to. Similarly, the findings confirm that CA positively and significantly influences CM (β=0.734, t=17.470, p<0.001) showing evidence to support H3. This result is consistent with Avram et al. (2019) who assert that career adapitability plays an essential role in reaching career motivation.

Our finding is also linked to experimental studies of Amin et al. (2017) which showed that creating new ways for CCMT is a crucial mission for the organizations which is required for them to survive and compete in the future. Furthermore, the study examined the mediating role of CA in the nexus between CCMT and CM to assess the indirect effect of CCMT on CM, while the bootstrapping method was utilized and the result shows enough evidence to support the mediating effect of CA (β=0.378, t=9.152, p<0.001). Furthermore, the variance accounted for (VAF) formula was utilized to evaluate the volume of indirect effect as recommended by Hair et al. (2014). The equation below explains how to compute the VAF:

$$VAF = \frac{(\text{path a} \times \text{path b})}{(\text{path a} \times \text{path b} + \text{path C}')} \quad (1)$$

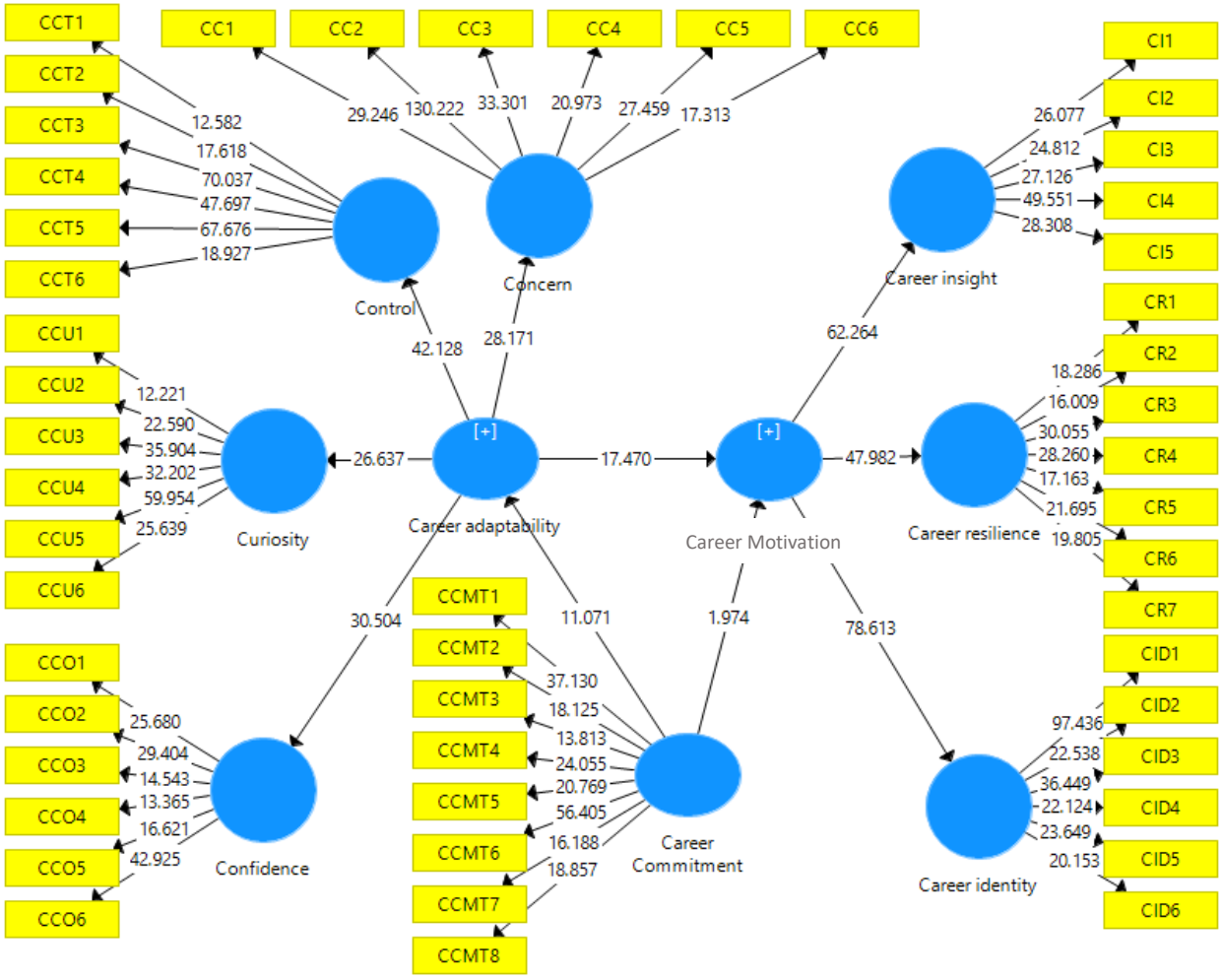
Consequently, the value of VAF is 0.82, which is labeled as a full mediation relationship (Hair et al., 2014). This result supports H4. This result is consistent with previous evidence that shows employees who are dedicated and adaptable to their careers achieve more CM than those who are undedicated and unadaptable (Alnıaçık et al., 2012; Yahya & Tan, 2015).

Table 5: Results of Hypothesis Testing

Hypo. No.	Hypothesis Statement	Path Coefficient	SE	t-value	p-value	Decision
H_1	CCMT → CM	0.082*	0.042	1.974	0.049	Supported
H_2	CCMT→ CA	0.516***	0.047	11.071	0.000	Supported
H_3	CA→ CM	0.734***	0.042	17.470	0.000	Supported
H_4	CCMT → CA→CM	0.378***	0.041	9.152	0.000	Supported

Notes:*p<0.05; ***p<0.001

Figure 3: Structural Model



5. Discussion and Theoretical Implications

This study attempts to examine the potential effects of CCMT and adaptability on CM among a sample of marketers in the communication field. It is clear that both CCMT and adaptability were positively and significantly affecting CM. Furthermore, there is also evidence that the effect of CCMT increase through CA which serves as a mediation between CCMT and career motivation. The first finding of this study suggests that CCMT among marketers is an essential requirement for attaining CM. However, the previous studies have highlighted a series of individual (Welbourne & Schlachter, 2019) and organizational predictors (Aljanabi et al., 2014; Wang et al., 2014). There is scarce research on examining how individual's commitment influences CM. The current study answers this gap and the findings show that CCMT plays a significant role in CM. More importantly, the current results highlight that in order for the employers to increase their employees' CM the supportive environment for CCMT should be available.

In addition, according to role theory there should be a need for various roles instantly which will influence individual's successes in achieving their multiple role responsibilities (Amin et al., 2017). This investigation shows the importance of individual employee's beliefs, senses, and agreement of organizational goals and values as dispositions to improve their career ladder in the organization to enhance CM (Blau, 1985; Srikanth & Israel, 2012). It is the individual's commitment which impacts their CM and ultimately assists them to discover their own characteristics and future career opportunities. The second finding of the current study shows evidence supporting the arguments of Haibo et al. (2018) which found that highly committed employees are more enthusiastic about their careers and that they earnestly seek to develop their future

careers. This result calls for scholars and professional to realize how to develop individuals' commitment in terms of beliefs and attitudes to improve their CA. The third finding of this study contributes through highlighting the role of individual CA which leads individuals to make room for ongoing adjustments in order to react to or fit into career related-changes (Ebenehi et al., 2016).

That is, individual adaptability influences their career motivation, which enables individuals to explore their own characteristics and future career opportunities. Our argument is also consistent with experiential studies of Haibo et al. (2018) who found that CA is positively correlated with CM. Moreover, this study is also consistent with Molly & Michael (2020) who explored the influence of skill improvement achieved through training and duties and responsibilities carried out by employees which allowed them to be effective and contributed to their commitment. Finally, the results show an indirect path through which CCMT can positively enhance individuals' CM. Specifically, CCMT indirectly influences individuals' CM by influencing CA. Therefore, CA is a mediator through which CCMT improves individuals' CM. This finding supports the suggestion in the literature of an indirect influence of CCMT on individuals' CM through CA (Alnıaçık et al., 2012; Yahya & Tan, 2015) and confirms that the extent to which employers may rely on their employees' commitments to enhance their CM is influenced by those individuals' adaptability for career-related changes.

Managerial Implication: For managers, the findings provide crucial information regarding the implications of various individual factors on employee's success in their careers. Such information allows managers to increase their employees' motivation by cultivating CCMT as a progression through a sequence of activities, in order to motivate and keep them for the longest period. As more organizations care about CA, the present findings reveal how employees can be allocated to meet the organization's goals. Organizations need to realize the pivotal role of CA as a source for the organizations to make developments especially for managers in the initial steps of their careers. Therefore, involving employees in specialized training courses may enhance their adaptability to their careers and help them to exchange more information and build new relationships. Managers should also provide opportunities for the adaptable and committed employees in order to increase their motivation. Finally, managers should be made aware of the compound effect of CCMT and adaptability. This is to say, managers must find effective ways to enhance individuals' commitment (e.g., involve them in decision making process, reward and promote for higher positions), this in turn results in better adaptability to new circumstances.

Limitations and Directions for Future Researches

There are several limitations in the current study requiring consideration by future studies. First, the sample of this study is marketers. The generalization of its findings is relevant only in the context of the targeted population. Second, this study focused on personal factors to analyze CM, therefore including organizational factors may lead to different results. Third, future studies may reexamine the proposed model in different fields to obtain more generalizability of the model. Forth, the sample includes a group of both male and female. Thus, the study's conclusions could be different if gender was included as a moderating variable on the hypothesized relationships. Finally, to achieve more accurate outcomes with the mediating role of CA, other related variables such as cultural diversity and top management support should be considered in the proposed model.

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