Linking employee traits to supervisor-related task performance in post-pandemic era: the mediating/moderation role of career adaptability and career identity

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Abstract

Purpose – Civil service workers are valuable resources for any nation and play a crucial role in driving their country's economic development. Per the supervisor, this research examines the impact of mindfulness, proactive personality, and career competencies on employee job performance. The study also analyzes the effects of career adaptability and identity on this aspect.

Design/methodology/approach – To test the model of this study, questionnaires were administered to a sample of 500 civil service employees whose career-based knowledge and skills were measured in various cities in the province of Punjab, Pakistan.

Findings – Mindfulness and career competencies significantly impact supervisor-rated task performance, whereas a proactive personality does not substantially relate to supervisor-rated task performance. Research indicated that the two hypotheses about mediation were accepted. However, career adaptability does not play a significant role in the link between mindfulness and how well a supervisor rates task performance. Regarding moderation, career identity did not significantly moderate the relation between proactive personality and supervisor-rated task performance. However, the other two moderate hypotheses have been proven to be significant.

Research limitations/implications – The findings offer compelling support for career construction theory (CCT) in this study area by analyzing the connections related to career adaptability and identity within the framework. In the future, researchers can build on this model by adding theories like conservation of resources (COR), looking into possible moderators that might change specific pathways in this network of relationships and using longitudinal designs to find stronger causal relationships.

Originality/value – Considering the evolving workplace due to the COVID-19 pandemic, the study offers fresh perspectives on the post-COVID situation, understanding and integrating various variables. For future studies, more variables can be explored in this model with the expansion of sample size and change of context.

Keywords Proactive personality, Mindfulness, Career competencies, Career identity, Career adaptability, Supervisor-rated task performance

Paper type Research paper

Introduction

In this decade of uncertainty and the post-COVID work environment, the public sector and many other factors are highly affected. Civil service employees must face many uncertain events for their survival during their jobs in Pakistan. They encounter challenges like hectic duties, looming time limits on many projects, conflicts in their work lives, and uncertain economic conditions (De Gulan and Aguiling, 2021). In such challenging situations, government workers act adversely on the grounds of factors like employment relationships, the hierarchy of the organization, and communication (Trevor-Roberts *et al.*, 2019). They must modify themselves according to the challenges up in the air. Public or service sectors require much worker behavior flexibility (De Gulan and Aguiling, 2021). Due to rapid technological advancements and the switch towards more knowledge and service-based industries following COVID-19, uncertainty in employees' careers is predominant (Barley *et al.*, 2017; Phelps *et al.*, 2012). The service sector is really in need of employees who are adaptable to their career needs. Government employees with tremendous career identities can adjust their career paths better after the COVID situation (Rasheed *et al.*, 2020). Career adaptability without career identity is quite inconsiderable. According to career construction theory (CCT), identity and adaptability are critical competencies for career development (Brown, 2002; Hall, 2002). These two tendencies of civil service employees develop a sight of when and how they can change and whether they are adaptable to change in the uncertain economic or working environment. Career identities help civil workers establish their careers and can be explicated as a 'cognitive compass' to reveal new trends and opportunities (Porfeli *et al.*, 2011). It is the extent to which civil workers are devoted to their jobs in Pakistan. After the Pandemic, workers who are rich in abilities like career adaptability and identity are most likely to contribute to the remote functioning of all the jobs.

In such a working environment, employees must possess mindfulness in their personalities, especially in public sectors, to cater to challenging adaptations. As COVID has caused many problems in work, working environments, and individuals' health, mindfulness in such cases is quite significant (Johnson *et al.*, 2020). It helps reduce the stress, anxiety, depression, and post-traumatic conditions of many civil workers in Pakistan. Mindfulness is gaining much of the spotlight in workplaces during the era of the Pandemic due to its therapeutic characteristics. Service sector or government employees must possess mindfulness to adopt changes quickly and improve employees' supervisor-rated performance at work. Focused attention, emotional stability, better levels of employees' concentration, and many other benefits of Mindfulness are all essential for better functionality of employees in a post-COVID working environment, especially in public sectors (Eby *et al.*, 2019). At the same time, career competencies, also considered the most important in career adaptability, are causing an increase in employees' work performance after the pandemic. Civil services require employees with competencies that help identify annoyance emerging in the work environment and take corrective actions or decisions to resolve those circumstances. Individuals with career competencies are rich in divergent and beneficial career-relevant skills that can be used to solve any problem in the public sector work settings. Many shreds of evidence link career competency with good possible outcomes (Bridgstock, 2009). It also acts as a foundation for ultimate success in careers for civil employees as career competencies have all the required knowledge, skills, and attitudes that are vital to work well and increase productivity in organizations, especially public sectors in Pakistan.

Civil services in Pakistan are essential and contribute much to Pakistan's economy. It is the critical element for the success of any country, any organization for any age including economic development, infrastructure, record keeping, and policy development (Jabeen and Jadoon, 2017). The public sector's functionality helps economic conditions expand, maintain order in countries, and act efficiently on behalf of the government in a time of need. As per

prevailing conditions of the pandemic in Pakistan, government employees must face many problems. Many public sector workers have to confront the difficulties of change in work location, workplace demands, and other tasks (Schuster *et al.*, 2020). Public sector employees require many cognitive competencies to manage and maintain their careers during an abrupt pandemic (Heijde and Van Der Heijden, 2006). The pandemic caused several job losses globally, and (Kochhar *et al.*, 2020), the count of job loss in the United States has reached an alarming position and is a critical economic situation with a long-lasting global issue. Due to several job changes, civil employees cannot function efficiently in post-COVID work environments globally. The fortunate employees, especially the gainfully employed civil servants of Pakistan, also must face a substantial change in their work. The use of technology can create that change in the performance of the work of government employees (Morris and Venkatesh, 2010) in Pakistan too. The change in working conditions for public servants in Pakistan is affecting the outcome of the job, leading to job stress and burnout, and eventually, performance is affected (Sykes and Venkatesh, 2017).

A recent study by Haynie *et al.* (2020) proposes that successful career development significantly influences career competencies while showing the impact of career competencies on career adaptability using a proactive personality as a moderating. Furthermore, it also suggested that a lower proactive personality can benefit from higher career competencies in an early career. However, it did not study the effect of a proactive personality on career adaptability. The current study uses career adaptability to mediate between proactive personality and supervisor-rated task performance and fills the gap. Safavi and Bouzari (2019) studied the mediating role of career adaptability between career competencies and psychological capital. By filling the gap, this study researches the mediating role of career adaptability between career competencies and supervisor-rated task performance. This research uses career adaptability as a mediator between mindfulness, career competencies, proactive personality, and supervisor-rated task performance among the main novelties. The research Johnson *et al.* (2020) suggested that mindfulness training can enhance the performance of tourism and hospitality frontline employees and can also reduce the burnout of the employees. At the same time, noting that the current study is implementing the mindfulness training impact on the civil services sector of Pakistan to resolve problems in the post-COVID working environment. Career adaptability is mainly examined as the resource of skill and knowledge and is influenced by personality traits and career competencies (Haibo *et al.*, 2018). AlKhemeiri *et al.* (2020) suggested the consideration of a potential moderator in the mediation serial model of proactive personality, career adaptability, job enrichment, and supervisor-rated task performance. The current study includes career identity as a moderating role between career adaptability and supervisor-rated task performance while considering the moderating impact of career identity between career adaptability and organizational success and individual career success (see Figure 1) (Haibo *et al.*, 2018); this study fills the gap in the research done (AlKhemeiri *et al.*, 2020).

Literature review and theoretical framework
Proactive personality and supervisor-rated task performance
Proactive individuals will likely obtain opportunities conducive to effective work performance and select environments that support their productivity (Zhang *et al.*, 2022). A proactive personality is a readiness to question the existing situation and implement change (Nielsen *et al.*, 2023). Proactive individuals recognize the need to obtain the necessary resources for advancing their future career trajectory, enabling them to better adapt to professional transitions. Employees with proactive personalities actively engage in their jobs to get valuable structural and social resources rather than being passive about their surroundings (Haynie *et al.*, 2020). For better task performance, the supervisor needs to train
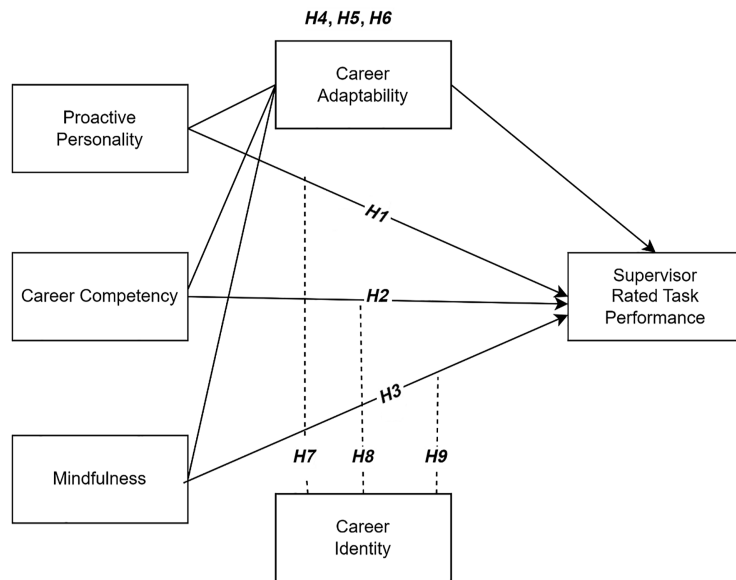
Figure 1.
Conceptual framework

Source(s): By authors

his employees with the personality having proactive characteristics (Nuno Rodrigues and Rebelo, 2019). In this way, task performance rated by the supervisor will become more accessible and efficient. Alex defines in their research that employees with proactive personality characteristics increase the performance of tasks that the organization's supervisor has rated. Chunjiang has also discussed the relationship between supervisor-rated performance and the proactive personality of the employees (Yang *et al.*, 2020). Chunjiang discussed that they have a positive relationship, as proactive employees help supervisors increase their efficiency according to the organization's requirements. Keke Lai has argued about the relationship between the proactive personality of employees and the rating of task performance by the supervisor (Keke Lai and Green, 2016). They have further discussed in their study that these two variables have a negative relation because of the proactive personality of employees, supervisors might face difficulties in different situations.

H1. There is a positive correlation between the degree of proactive characteristics displayed by government employees in their personalities and a consequential, significant impact on supervisors' task performance ratings.

Career competency and supervisor-rated task performance
Previous literature on Haiyan has shown a positive relationship between career competencies and supervisor-rated task performance (Haiyan Kong *et al.*, 2021). Other literature has reported that employees' career competency impacts supervisor-rated task performance (Wardani *et al.*, 2021). Researcher Razia has also described in their study that the employee's career competency positively relates to the supervisor's rating of the employee's task performance (Razia Sultana and Malik, 2019). Many other studies, like Park, have also revealed that employees of an organization need to be competent regarding their careers, as it will be helpful for the supervisor to rate their performance and to achieve their

goals more efficiently (Park, 2020). In addition, research has been conducted to understand the connections between job responsibilities and competencies among first-level supervisors working for organizations such as the Federal Aviation Administration (FAA) (Adjekum and Tous, 2020). Another study by Michael has discussed in their literature that employees' career competency and the supervisor's rating of the employees significantly impact each other. Employees' knowledge and traits are crucial in getting better ratings from supervisors on their performance (Michael Dickmann *et al.*, 2018).

H2. A positive correlation exists, indicating that the level of proficiency in career competencies developed by civil service employees significantly impacts the job performance ratings given by supervisors.

Relation between mindfulness and supervisor-rated task performance

There has been a noticeable uptick in the past decade in bringing mindfulness techniques into the workplace (Paul, 2023). It is necessary to define and adequately assess mindfulness to conduct scientific studies. How Does Mindfulness Work? Mindfulness is based on the active cultivation of conscious attention and awareness, which originates in various contemplative traditions (Tobias Mortlock *et al.*, 2022). According to a recent literature assessment on organizational performance, there has been a rise in business mindfulness initiatives. As the supervisors also act as controllers, they need to make decisions and manage their responsibilities while working with different types of people. In this diversified environment, employees need to be mindful. So, the main focus of this study is the tasks and duties that the supervisor rated (Altizer, 2017). Many other studies have also revealed a positive relationship between mindfulness and supervisor-rated task performance. One of the current study's hypotheses has suggested that mindfulness and supervisors-rated task performance of employees have a significant relation. Supervisors must know about the situation of employees who are depressed and full of anxiety; for their healthy lives, they should focus on their mindfulness strategy (Toniolo-Barrios and Pitt, 2021). As mindfulness strategy also reduces the health expenses of the different employees. Employees must be mindful at the workplace for a better rating by the supervisor, as it will make things more accessible for all the employees and the supervisor. They will get a more peaceful environment while working in groups or teams (Taylor, 2016). A study has shown that employees' mindfulness helps them gain better ratings from supervisors regarding their performance (Johannes *et al.*, 2019).

H3. A positive correlation exists, indicating that a higher awareness of mindfulness strategies among civil service employees significantly influences the supervisors' task performance ratings.

Mediating role of career adaptability

The recent empirical research connects career adaptability to supervisor-rated task performance in natural work environments by exploring how the network related to career adaptability indirectly impacts employees' in-role performance (Haynie *et al.*, 2020; Leung *et al.*, 2021). Task performance is determined by workers fulfilling duties outlined in their job descriptions. This allows supervisors to assess if subordinates have met their goals. Supervisory evaluations of task performance can provide a more impartial assessment of how career adaptability and employee traits influence goal achievement in the workplace. By integrating CCT, we can discuss the sequential progression of how personal attributes (such as proactive personality, career competency, and mindfulness) impact career identity and adaptability. With the abundance of career adaptability resources, employees are more likely to invest their energies into their work, leading to increased job engagement and performance

(Rudolph *et al.*, 2019). In post-COVID-19, many things have changed in the last two years. It has become challenging for people to adapt to the changes due to the coronavirus pandemic (Anna Parola and Marcionetti, 2021). COVID is why career adaptability has become the center of the focus. In this literature, researchers have seen how career adaptability mediates the relationship between proactive personality, mindfulness, career competencies, and supervisor-rated tasks (Boo *et al.*, 2021). Anna has discussed in a study that career adaptability mediates the relationship between mindfulness and supervisor-rated task performance, as suggested by the underpinning theory of this study (CCT), that career adaptability helps employees increase their performance (Ocampo *et al.*, 2020). At the same time, Woo has also discussed that career adaptability mediates the relationship between career competency, proactive personality, and supervisor rating on task performance (Woo, 2018).

H4. The adaptable attributes in the careers of civil service employees mediate the relationship between employees displaying proactive career attributes and the task performance ratings assigned by supervisors in the public sector.

H5. Civil service employees with adaptable career attributes mediate the relationship between the competencies demonstrated by employees in their careers and the task performance ratings provided by supervisors in the public sector.

H6. Civil service employees with adaptable career attributes mediate the relationship between the mindfulness attributes demonstrated by employees in their careers and the task performance ratings provided by supervisors in the public sector.

Moderating role of career identity
Identity is the primary agency mechanism in career growth (Ma *et al.*, 2020). It is impacted by professional preparation, such as investigation and planning, and linked to job-related and well-being results. Xu *et al.* (2023) Proposed a moderating pathway in which career preparation (exploration and planning) results in increased self-knowledge (identity), leading to improved career competence (perceived employability) and mood (reduced career distress). Praskova *et al.*, (2015) the significance that individuals attach to their careers, or, to put it another way, whether they approach their careers with a sense of calling, is a significant factor in determining their professional identities. The term "career calling" refers to establishing and working toward a significant professional objective that is fulfilling on a personal level and focuses on assisting other people.

According to this study, career identity moderates the relation between mindfulness, career competency, proactive personality, and supervisor-rated task performance. Many other studies have described the moderating relation of career identity between mindfulness, career competency, proactive personality, and supervisor-rated task performance (Giuseppe Santisi *et al.*, 2018). Elodie has also suggested the moderating relationship between career competency and supervisor-rated task performance (Elodie Wendling and Sagas, 2020). While Sharifah has discussed the moderation of career identity between career competency, mindfulness, and supervisor-rated task performance, according to the career construction theory, career identity helps employees perform more efficiently (Sharifah Alsayed, 2019). However, the moderating role of career identity between proactive personality and supervisor-rated task performance has also been discussed by another author named Sefotho (2018).

H7. The moderation effect of career identity is significant in the relationship between the task performance of civil service employees, as rated by supervisors with proactive

personalities, and the alignment of traits and interests with career roles and identified career goals.

H8. The moderation effect of career identity is significant in the relationship between the task performance of civil service employees, as rated by the supervisor, and the alignment of traits and interests with career roles and identified career goals, considering the influence of developed career competencies.

H9. The moderation effect of career identity is significant in the relationship between the task performance of civil service employees, as rated by the supervisor, and the alignment of traits and interests with career roles and identified career goals, considering the influence of employees' mindfully aware attributes.

Conceptual framework
The focus of this study is the dependent and independent variables. Proactive personality, mindfulness, and career competencies are independent variables, while the supervisor-rated task is dependent (see Figure 1). Career adaptability mediates proactive personality, mindfulness, career competencies, and supervisor-rated tasks. However, career identity is the moderator between the proactive personality, mindfulness, career competencies, and supervisor tasks.

Methodology
This current study takes the positivist research philosophy into account. The author has justified this selection by providing several rationales. According to Donald and Schindler, positivism philosophy is all about the idea of objectivism. It is about observing and measuring things more objectively than subjectively (Donald *et al.*, 2013). Career-based knowledge and traits like career competencies, mindfulness, proactivity in the personality of civil service employees along with career adaptability were all measured objectively in the post the work environment, which means minimum contact has been made with participants of research and on the grounds of that current study upholds positivism research philosophy. The target population of this research was the total number of civil service employees whose career-based knowledge and traits were measured to test the model of this study. The estimated total number of civil service employees in Pakistan is approximately 3.2 million, accounting for around 5.1% of the total employed civilian labor force in the country. The government has a workforce of 2.7 million civil servants, with 0.9 million employed in the federal government and 1.8 million in the provincial governments (Geotv, 2023). There are around 20,014 civil service employees in Punjab, Pakistan, as reported by the Directorate General of the Punjab Local Government and Community Development Department. However, the researcher could not collect data from the entire population due to limitations. In addition, researchers faced significant challenges in gathering data from the entire target population due to limited accessibility. Therefore, we selected a sample size of 500 respondents from the population with relevant experiences and the same characteristics as the target population could provide valuable and authentic insights into the study. Data was gathered using survey questionnaires distributed in the relevant sectors from the province of Punjab, Pakistan, employing a quantitative research method. The study setting is authentic and involves a cross-sectional approach.

The population in the research study consists of twelve occupational groups of Central Superior Services (CSS) Pakistan. These groups consist of the Commerce and Trade Group

(C&TG), Customs and Excise Group (C&EG), Pakistan Administrative Service (PAS), and Pakistan Audit. The different groups within the civil service include the Accounts Service (PAAS), Foreign Service of Pakistan (FSG), Information Group (IG), Inland Revenue Service (IRS), Military Land and Cantonment Group (MLCG), Office Management Group (OMG), Police Service of Pakistan (PSP), Postal Group (PG), and Railways Group (RG).In addition to these, the research study also includes the Provincial Management Service (PMS), a civil service that operates at the provincial level. The study used pen-and-paper surveys and online survey software where initially informed consent was secured prior to being directed to their respective questionnaires to collect data from supervisors and subordinates. The participants included 171 Deputy Managers, 96 Assistant Managers, 76 Managers, 103 Deputy Directors, 19 Assistant Directors, 8 Executive Directors, 21 Directors, 4 Director Generals, and 2 Chief Executives from fourteen public sector organizations. The research study employed a non-probability sampling strategy, specifically utilizing two techniques: purposive or judgmental sampling and snowball sampling. These techniques were used to derive meaningful findings from the study. The reason for utilizing convenience and purposive sampling was due to the ease of access, the expertise of the individuals, and their essential roles within their organizations. This research focuses on analyzing the Pakistani institution known as the civil service. The Basic Pay Scale (BPS) 17 to 21 is a grading system that signifies different levels of positions, ranging from entry to middle and top level. Few respondents were affiliated with the Provincial Management Service (PMS). The respondents in the given sample had a range of experience, with the minimum being four years and the maximum being thirty-eight years. The sample also included two retired civil servants, providing a valuable perspective on the phenomenon being studied.

Data collection instruments
Proactive personality
This construct of the proposed model was measured by adopting the scale of Bateman and Crant, having ten items on a 5-point Likert scale, where one means Strongly Disagree, and five means Strongly Agree (Bateman and Crant, 1993). One of the sample statements of this scale is, "I am constantly on the lookout for new ways to improve my life." Many researchers in the past have used this scale and reported the value of Cronbach alpha as 0.85 and 0.87 (Holsti, 1969) and (Bateman and Crant, 1993), respectively.

Career competencies
The five-item scale (Eby *et al.*, 2003) was used to measure career competencies on a 5-point Likert-type scale where one means strongly disagree and five means strongly agree. One of the sample items is "I seek out opportunities for continuous learning in my career". Many other studies have used this scale and reported the Cronbach alpha values as 0.80 and 0.89 (Valickas and Pilkauskaite-Valickiene, 2014; Eby *et al.*, 2003).

Mindfulness
A 6-item scale measured mindfulness (Dane and Brummel, 2014) on a 5-point Likert scale ranging from 1 to 5, where one means strongly disagree and five means strongly agree. One of the sample items of this scale is "I break/spill things because of carelessness, not paying attention, thinking of something". The Cronbach alpha value has been reported by other researchers using this scale as 0.90 (Glomb *et al.*, 2011) and 0.78 (Dane and Brummel, 2014).

Supervisor-rated task performance

Researchers used the (Williams and Anderson, 1991) scale to measure task performance rated by the supervisor. Responses were taken on a 5-point Likert scale ranging from 1 to 5, where one means strongly disagree and five means strongly agree. One of the sample items of scale that the researcher used is "Adequately completes assigned duties". Many other researchers have also utilized this scale and reported the alpha value as 0.73 (Williams and Anderson, 1991) and 0.81 (Atieh, 1987).

Career adaptability

The researcher used the career adaptability scale (Savickas and Porfeli, 2012) to measure employees' adaptability on a 5-point Likert scale, where one means strongly disagree and five means strongly agree. One of the sample items is "Thinking about what my future will be like". Other researchers who used this scale have reported the Cronbach alpha value as 0.90 (Savickas and Porfeli, 2012) and 0.78 (Hou *et al.*, 2012).

Career identity

The researcher used (Porfeli *et al.*, 2011) 's scale to measure career identity. Responses were taken on a 5-point Likert scale ranging from 1 to 5, where one means strongly disagree and five means strongly agree. One of the sample items of scale that the researcher used is "I know what kind of work is best for me". Many other researchers have also utilized this scale and reported the value of alpha as 0.73 and 0.81 (Porfeli *et al.*, 2011; Praskova *et al.*, 2015).

Discriminant validity

Carcomp is 0.832, distinct from itself; 0.346 from Propers; 0.494 from Mind; 0.587 from Srtp and 0.233 from carAdap 0.541 from Carid. Propers is 0.821 distinct from itself, 0.342 from Mind, 0.540 from Srtp, 0.328 from Caradnap, and 0.209 from Carid. Mind is 0.819 distinct from itself, self0.423 from Srtp, 0.391 carAdap, and 0.283 Carid. Srtp is distinct from its own 0.891. 0.232 From carAdap and 0.648 from Carid. CarAdap is 0.874 distinct from its own and 0.498 different from Carid. Carid is 0.841 distinct from itself. It has been seen from these figures that these measurements and values are different from each other in Table 1.

Convergent validity

The CR values are 0.846, 0.781, 0.862, 0.901, 0.951 and 0.890, respectively. All these values are more significant than 0.7, which implies that these values are acceptable and that the model of these concepts and constructs is sufficient and will be considered satisfactory. The AVE values correspondingly 0.689, 0.709, 0.891, 0.617, 0.781, and 0.875 for Carcomp, Propers, Mind, Srtp, Caradap, and Carid. All these obtained figures are more significant than 0.50, which means that these are also acceptable values, as shown in Table 2. Therefore,

Constructs	CarComp	ProPers	Mind	Srtp	CarAdap	Carid
CarComp	*0.832*					
ProPers	0.346	*0.821*				
Mind	0.494	0.342	*0.819*			
Srtp	0.587	0.540	0.423	*0.891*		
carAdap	0.233	0.328	0.391	0.232	*0.874*	
Carid	0.541	0.209	0.283	0.648	0.498	*0.841*
Source(s): By authors						

Table 1.
Discriminant validity

convergent validity that has been established indicates that these assumptions are connected and associated are linked, with each other.

Confirmatory factor analysis
CFA is a method employed to verify the theory of dimensions and measurements. Most fit and suitable indices of the measured models, universally considered satisfactory and ideal in the Table above, nearly accomplished the threshold ranges. The standard acceptable values for χ^2/df are lesser than 3; for GFI, IFI, and CFI is ≥ 0.90; and for RMSEA is ≤ 0.08 (Brown, 2014). The model above displayed GFI = 0.834, IFI = 0.915, CFI = 0.992, and RMSEA = 0.069. These fit indices elaborate and demonstrate that the studied model is upright and sound and that the studied variables show a meaningful, significant relationship. Table 3 below illustrates the confirmatory factor analysis (CFA) of all the constructs involved in the study.

Descriptive study variables
Table 4 below explains and presents the minimum, maximum, means, standard deviation, and skewness for all variables examined in the current research. The mean values for Supraper, Cariden, Mindful, Carcom, carp, and Proper are 3.0793, 3.2867, 3.4852, 3.4207, 3.4629, and 3.0670, respectively. This table also shows the values of skewness for the study variables. The skewness is not directly linked between the median and mean. However, a distribution with a negative skew might have a mean higher than or lower than the median, and the same is true for the positive skewness. The cut-off value for the skewness ranges between -1 to $+1$ (Kim, 2013). The above-stated table elaborates that the skewness values for Supraper, Cariden, Mindful, Carcom, carp, and Proper are -0.177, -0.227, -0.507, -0.335, -0.332, and -0.149 correspondingly. This elaborated that normality exists in the data and is equally spread as all values lie between the cut-off value of skewness. Table 4 also shows that there is no outlier in the data that disturbs it.

Constructs	Composite reliabilities (CR)	Average variance extracted (AVE)
Carcomp	0.846	0.689
ProPers	0.781	0.643
Mind	0.862	0.219
Srtp	0.901	0.589
carAdap	0.951	0.654
Carid	0.890	0.701
Source(s): By authors		

Table 2.
Convergent validity

	Model fit indices	Threshold range	Observed values
Nested model	χ^2		656.56
	Df		2,721
	χ^2/df	Lesser than 3	0.241
	GFI	≥ 0.08	0.834
	IFI	≥ 0.90	0.915
	CFI	≥ 0.90	0.992
	RMSEA	≤ 0.08	0.069
Source(s): By authors			

Table 3.
Confirmatory factor analysis (CFA)

Structural equation modeling
Researchers have chosen this test as it shows the interconnected and multiple reliance in a particular examination or investigation. In Structural equation modeling, two types of constructs are used, i.e. exogenous and endogenous constructs. The hypothesized structural model (Figure 1) was also tested with the maximum likelihood method in Amos. Table 5 below demonstrates the significant direct effect of proactive personality on supervisor rating task performance using the software AMOS. The below table highlights that the main impact of Proper on Srtp was insignificant and resulted as unfavorable (Proper→Srtp, $\beta = 0.078$, $p = 0.107$). As we can see from the results, its p-value is more excellent than 0.05, which is 0.107, so this hypothesis is rejected. Moreover, this relation proved negative and is also a clear depicter that the presence of a mediator is crucial to developing a strengthened relationship between proactive personality and supervisor-rated task performance. Hypothesis 2 indicates the positive relation between career competencies and supervisor-rated task performance (CarComp→Srtp $\beta = 0.217$). The p-value, in this case, is shown in the steric symbol, which indicates that this relation is correctly significant. The third hypothesis demonstrates a positive relation between mindfulness and supervisor-rated task performance. In the third model, the p-value is again shown in the steric symbol, thus indicating its significance. (Mindful→Srtp, $\beta = 0.223$). In the case of mediation effects, results show a fluctuation trend. The fourth hypothesis is accepted; its p-value is displayed in two steric symbols, indicating the significance of this relation. This is the case of the 5th hypothesis, whose results also show two steric symbols and are accepted. Moving toward the 6th hypothesis, where career adaptability does not seem to impact Mindfulness and

Constructs	Min	Max	Mean	SD	Skewness
Supraper	1.00	5.00	3.0793	1.09455	−0.177
Cariden	1.00	5.00	3.2867	1.20022	−0.227
Mindful	1.00	5.00	3.4852	1.20649	−0.507
Carcom	1.00	5.00	3.4207	1.13477	−0.335
CarAap	1.00	5.00	3.4629	0.88983	−0.332
ProPer	1.00	4.90	3.0670	0.98916	−0.149
Source(s): By authors					

Table 4.
Variables descriptive analysis

Effects	Hypothesized path	B	S. E	p-value	Conclusion
Linear effects					
Hypothesis 1	Proper → Srtp	0.078	0.052	0.107	Rejected
Hypothesis 2	Carcomp → Srtp	0.217	0.047	***	Accepted
Hypothesis 3	Mindful → Srtp	0.223	0.045	***	Accepted
Mediation effects					
Hypothesis 4	Proper → CarAdp → Srtp	0.079	0.045	**	Accepted
Hypothesis 5	Carcomp → CarAdp → Srtp	0.023	0.044	**	Accepted
Hypothesis 6	Mindfull → CarAdp → Srtp	0.011	0.043	–	Rejected
Moderation effects					
Hypothesis 7	Proper *CarId → Srtp	−0.020	0.035	0.616	Rejected
Hypothesis 8	CarCamp* CarId →Srtp	−0.096	0.034	0.016	Accepted
Hypothesis 9	Mindfull * CarId → Srtp	−0.129	0.036	0.001	Accepted
Source(s): By authors					

Table 5.
Structural equation modeling

supervisor-rated task performance substantially, the hypothesis is thus rejected. Career identity is acting as a moderator in this study. The 7th hypothesis (Proper *CarId → Srtp, $\beta = -0.020$, $p = 0.616$) is rejected because its p-value is insignificant. Moreover, the other second last hypothesis (CarComp*CarId→ Srtp, $\beta = -0.096$, $p = 0.016$) is accepted as it meets the requirements of significant values less than 0.05. The 9th model (CarComp*CarId→ Srtp, $\beta = -0.129$, $p = 0.001$) is also accepted, showing a strong relation between them.

Discussion

The study aims to explore how proactive personality, mindfulness, and career competencies lead to employee task performance, how the mediating role of career adaptability affects this, and determine the moderating effect of career identity in civil services. For organizational success, this study found that proactive personality is negatively related to supervisor-rated task performance. In contrast, employee mindfulness and career competencies positively relate to supervisor-rated task performance. The supervisors might encourage and recognize the insignificant results for the proactive personality and supervisor task performance, or the supervisors may not provide sufficient support for employees to display proactive tendencies supported by the previous study (Fuller *et al.*, 2010). Employee mindfulness positively relates to supervisor-rated task performance; prior studies also show the same results that employee mindfulness positively related to job performance (Kim and Park, 2023; Limphaibool *et al.*, 2017; Reb *et al.*, 2014). Career competencies also play a significant role in task-rated performance. Their significant impact on supervisor-rated task performance lies in the direct linkage between career competencies and job performance, the positive impact of competencies on organizational performance, and the essential competencies such as adaptability and innovation in driving job performance and success in the modern workplace.

In recent years, there has been a growing demand among scholars for empirical research that explores the connection between subordinates' career adaptability and supervisory ratings of work performance. This call for research has been echoed by Haynie *et al.* (2020). We address this issue by evaluating the impact of career adaptability on task performance as perceived by supervisors, considering employee traits. The mediating role of career adaptability between proactive personality and supervisor-rated task performance is accepted, which suggests that the individual level of career adaptability partially explains the relationship between proactive personality and task performance. Proactive individuals tend to be forward-thinking and take the initiative in their work. Career adaptability enables individuals to effectively navigate new challenges, acquire new traits, and tailor tasks to their abilities. Interestingly, the relationship between mindfulness and task performance is not as mediated by career adaptability as in previous studies' findings (Rajabpour, 2020). Mindfulness's direct impact on supervisor-related task performance is more substantial and more direct than expected. At the same time, the mediating role of career adaptability between career competency and task performance has a strong positive impact. Career adaptability manifests the influence of career competency on task performance through the facilitation of adaptive behaviors. The text highlights the significance of applying the necessary traits flexibly and efficiently in a dynamic professional environment.

The moderating role of career identity provides insights into how the relationship between employee traits and supervisor-rated task performance is contingent on the configuration of traits with an individual's professional identity. It emphasizes the significance of considering the traits and context of an individual's career identity in evaluating task performance. Furthermore, this study discovered that career identity moderates the influence of career competency and employee mindfulness on supervisor-

rated task performance. Surprisingly, this study did not find any evidence to support the idea that career identity moderates the relationship between proactive personality and supervisor-rated job performance.

Theoretical and practical implications
This study makes significant contributions to the existing literature in multiple aspects. First, this study aims to contribute to the literature on career construction theory, which supports this idea of a career identity that says employees should be able to organize their behaviors, acts, and performances. These factors continue to influence their vocal behaviors and thoughts. Career identity acts as a moderator between dependent and independent variables. This theory highlights the importance of career identity in an individual and further forms a basis for this relation. This study significantly enhances the existing literature on career adaptability and career identity by integrating personality trait constructs into a unified research model. Furthermore, using CCT as a broad perspective to guide our model strengthens the reasoning and backing for these current propositions. It aligns with the recommended theoretical framework for analyzing connections among variables in career adaptability and career identity research.

Second, there is a growing demand among scholars for empirical studies investigating the correlation between subordinates' career adaptability and supervisory evaluations of work performance. We respond to this call by evaluating the indirect impact of career adaptability on supervisor-rated task performance within our process model. Our research findings indicate that employees with a proactive personality do not necessarily develop prominent adaptability resources. The tasks being assessed may seem straightforward or may demand little innovation. Proactive traits linked to a proactive personality may be less crucial in these situations, resulting in a lack of significance in performance prediction. From a practical perspective, these findings indicate that individuals with the traits of the tasks being assessed, and the context of the study can shed light on why proactive personality did not significantly predict supervisor-rated task performance in the current study.

This study practically contributes by offering insights to the organization that they should encourage employee proactive personality traits that should be polished from time to time along with their career competencies matching the roles and goals, ultimately impacting the performance which supervisor would later rate. Moreover, the training program is expected to support individuals, particularly those who may not naturally take the lead, in gaining the proactive skills needed to enhance career adaptability and achieve their professional objectives. Although training can be helpful, it often requires significant supervisor oversight to track employees' development and ensure its success, especially in self-monitored tasks. Job growth over the past few decades has primarily been in nonstandard employment like contract and self-employment, which makes supervisor oversight more challenging. Employers looking to hire for these positions should consider including a proactive personality in their selection process. The results show that individuals who take personal initiative are more likely to enhance their career adaptability and identity through self-monitored work. Utilize the findings from the study to create employee development programs that cater to the specific needs and preferences of civil service employees in Punjab. Consider incorporating workshops, mentorship programs, or online learning resources to investigate ways to integrate technology for improved efficiency in the civil service sector. Training programs may be necessary to provide employees with the required digital skills.

Limitations and future research directions

Our study design has specific constraints to consider when analyzing our findings. Every research project has its own set of advantages and disadvantages. This study has limitations and boundaries to consider, such as the variables, sample size, demographics, and the software used for data analysis. Due to the study's cross-sectional design, the chosen sample size may need to be increased. By exploring relationship dynamics, longitudinal studies can reveal causal pathways and variable changes throughout career phases.

Firstly, introducing a new variable, "organizational culture," for potential investigation could alter the dynamic among the variables. When a culture is not flexible or democratic, it can impede the growth of employees. Numerous aspects of culture can be incorporated and analyzed to provide a fresh perspective for this study. Organizational culture delays growth and employee participation, reducing performance and rating. Studying the impact of organizational culture, leadership styles, or specific policies on the relationships investigated can offer a more detailed insight into how these factors interplay in the public sector.

Secondly, the data was gathered from 500 participants; there is a clear opportunity to increase the sample size of this study. The study's context can also be altered in a different city or country. Another crucial point to consider is the ability to utilize various software options for more complex models. Moreover, the data was gathered solely from employees' or supervisor ratings, which could lead to mono-method bias. Utilizing various data sources, like peer evaluations or objective performance metrics, could improve the study's validity.

Furthermore, the operationalization of career identity may need more depth. Future research might go further into more thorough measures encompassing the nuanced aspects of individuals' relationship to their professions. Exploring possible mediating factors between the independent and dependent variables can enhance comprehension of how specific attributes influence supervisor-rated task performance.

Conclusion

Overall, this study provides valuable insights into the significant impact of career adaptability on employee task performance. By examining a nomological network linked to career adaptability, we contribute to the growing body of evidence supporting the broader framework of CCT. Our study emphasizes the significance of adopting a multi-theoretical perspective better to understand propositions in career adaptability and career identity research. Future studies should expand upon our research by incorporating more factors that influence employee traits and exploring the outcomes of career adaptability and career identity. It would be beneficial to investigate the specific conditions that affect these psychosocial resources and their impact on employees' career achievements.

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