

**THE MEDIATING ROLE OF CAREER ADAPTABILITY AND PERSON-JOB FIT  
ON THE RELATIONSHIP BETWEEN PROACTIVE PERSONALITY AND  
CAREER SATISFACTION OF COMPANY X FRONTLINE WORKERS IN  
RIGHTSIZING SITUATIONS**

**PERAN MEDIASI KEMAMPUAN ADAPTASI KARIR DAN KESESUAIAN  
ORANG-PEKERJAAN PADA HUBUNGAN ANTARA KEPRIBADIAN  
PROAKTIF DAN KEPUASAN KARIR PEKERJA LINI DEPAN PERUSAHAAN  
X DALAM SITUASI PERAMPINGAN**

**Churnia Dwi Vellienda<sup>1\*</sup>, Fendy Suhariadi<sup>1</sup>, Fajrianthi<sup>2</sup>**

The Postgraduate School Universitas Airlangga, Surabaya, Indonesia<sup>1,2</sup>

[churnia.dwi.veliendaa-2021@psikologi.unair.ac.id](mailto:churnia.dwi.veliendaa-2021@psikologi.unair.ac.id)<sup>1</sup>

**ABSTRACT**

*This study aims to explore career satisfaction as influenced by proactive personality mediated by career adaptability and person-job fit in rightsizing situations for frontline employees of PT. X. This research uses a quantitative research approach. Data analysis used a structural equation modelling-partial least squares (SEM-PLS) approach supported by the Smart-PLS 3.0 computer software programme. Online questionnaires were distributed to 106 respondents. In this study, the respondents were frontline employees who worked at PT X. Proactive personality has no effect on career satisfaction, but has an influence on person-job fit and career adaptability. Career adaptability affects career satisfaction and acts as a mediator in the relationship between proactive personality and career satisfaction. Meanwhile, person-job fit has no effect on career satisfaction and cannot act as a mediator in the relationship between proactive personality and career satisfaction. This research focuses on career satisfaction for frontlines in rightsizing situations. Where this situation provides a limit on the length of work for frontline employees, namely for five years of work. Rightsizing is felt to have an impact on employees during their working period. Therefore, it is necessary to conduct more in-depth research on career satisfaction for employees who get rightsizing policies.*

**Keywords:** Career Satisfaction, Proactive Personality, Career Adaptability, Person-Job Fit, Rightsizing

**ABSTRAK**

Penelitian ini bertujuan untuk mengeksplorasi kepuasan karir yang dipengaruhi oleh kepribadian proaktif yang dimediasi oleh kemampuan adaptasi karir dan kecocokan pekerjaan pada situasi perampingan pada karyawan frontline PT. X. Penelitian ini menggunakan pendekatan penelitian kuantitatif. Analisis data menggunakan pendekatan structural equation modelling-partial least squares (SEM-PLS) yang didukung oleh program perangkat lunak komputer Smart-PLS 3.0. Kuesioner online disebarkan kepada 106 responden. Dalam penelitian ini, responden adalah karyawan frontline yang bekerja di PT X. Kepribadian proaktif tidak berpengaruh terhadap kepuasan karir, namun memiliki pengaruh terhadap person-job fit dan adaptabilitas karir. Adaptabilitas karir berpengaruh terhadap kepuasan karir dan berperan sebagai mediator dalam hubungan antara kepribadian proaktif dan kepuasan karir. Sedangkan person-job fit tidak berpengaruh terhadap kepuasan karir dan tidak dapat berperan sebagai mediator dalam hubungan antara kepribadian proaktif dan kepuasan karir. Penelitian ini berfokus pada kepuasan karir untuk frontline dalam situasi rightsizing. Dimana situasi ini memberikan batasan masa kerja bagi karyawan frontline, yaitu selama lima tahun bekerja. Rightsizing dirasa memberikan dampak bagi karyawan selama masa kerjanya. Oleh karena itu, perlu dilakukan penelitian lebih mendalam mengenai kepuasan karir pada karyawan yang mendapatkan kebijakan rightsizing.

**Kata Kunci:** Kepuasan Karir, Kepribadian Proaktif, Kemampuan Adaptasi Karir, Person-Job Fit, Rightsizing

**INTRODUCTION**

A company's assets, which include tangible items such as land and machinery, and intangible assets such as

copyrights and patents are essential for operational continuity. Among these, human capital stands out as a critical asset, consisting of workers and

customers who collectively drive the organization towards its goals (Sujatha & Shanker, 2024). Workers are important contributors whose skills and knowledge directly correlate with the financial performance of the company.

In today's dynamic and competitive business environment, the strategic positioning of human resources alongside technology is critical to achieving organizational goals. High-quality human resources are critical to delivering superior results and ensuring the usability of organizational processes. The implementation of the Job Creation Law in Indonesia has provided a legal framework for companies to rightsizing as a strategic response to the economic downturn and the need for digital transformation. The law allows companies to conduct unilateral termination of employment for efficiency reasons, whether or not followed by company closure due to losses, thus facilitating the reduction of human resources and the replacement of certain roles with digital technology (Hendrik et al., 2023).

Companies such as PT.X, a state-owned banking company facing intense competition, can adopt rightsizing to streamline their operations and reduce costs without resorting to layoffs as the primary solution. This approach is in line with the principles of legal protection and dispute resolution outlined in Law Number 11 of 2020 on Job Creation, which encourages deliberation and bipartite negotiations to avoid unilateral layoffs (Hendrik et al., 2023); (Qalbia & Effendy, 2022).

Organizations need to ensure that these two strategies, namely repositioning and reallocation, are implemented with attention to the welfare and professional development of employees, so that they feel valued and encouraged to make maximum

contributions so as to achieve career satisfaction. Career satisfaction can be achieved when workers know what their future work goals and orientations are. Subjective career satisfaction is deeply rooted in personal perceptions and evaluations of career achievement. This includes various dimensions such as recognition, quality of work, meaningful work, influence, authenticity, personal life, growth and development, and overall satisfaction (Ingarianti et al., 2022).

A proactive personality will support the process of planning and developing individual careers so that it allows individuals to subjectively feel their own perceptions of career satisfaction (Arif & Yahya, 2018). Proactive personalities tend to create new opportunities, take control of their career path, and find ways to overcome obstacles or problems in their work. Career satisfaction can increase if individuals are able to adapt or adjust to colleagues and the work environment or can be referred to as career adaptability (Suhartini, 2018).

Person-Job Fit (P-J fit) consists of supply-need fit and demand-ability fit (Cable & DeRue, 2002). Locke, (1976) suggested that 'the extent to which a job meets or enables the fulfilment of individual needs determines the level of job satisfaction'. Thus, when individuals' needs match the supply offered by their jobs, job satisfaction may increase. Proactive individuals will accumulate successful experiences in their profession and achieve their career goals when they have high P-J fit, leading to higher career satisfaction (Erdogan & Bauer, 2005).

Rightsizing or the process of adjusting the number of employees in an organization can have a significant impact on employees. In the context of rightsizing, career adaptability and

person-job fit may act as mediators between proactive personality and career satisfaction. This means that proactive personality may influence career satisfaction through increasing the adaptability of frontline workers in Company X in the face of organizational change. Although there are studies showing that the relationship between proactive personality, adaptability, and career satisfaction, further research is needed to understand more deeply how these variables interact with each other in the context of rightsizing. Thus, the background of this study provides a framework for understanding the relationship between proactive personality, adaptability, person-job fit, and career satisfaction in the context of the rightsizing process in frontline workers at Company X.

The phenomena in this research is, summarising the results of interviews conducted on 10 frontline employee respondents at Company X. The interviewees explained that the rightsizing situation that occurred in the company provided a new challenge because every five years there would be a change of new employees. This refers to the rightsizing policy that each frontline employee only has the opportunity to work on a contract for five years. The findings of this phenomenon and with the summary of interviews from several sources, the researcher is interested in exploring further whether this will have an impact on the career satisfaction of frontline employees at Company X. Therefore, the researcher wants to examine more deeply about “The Mediating Role of Career Adaptability and Person-Job Fit on the Relationship between Proactive Personality and Career Satisfaction of Company X Frontline Workers in Rightsizing Situations”.

## **THEORETICAL FOUNDATIONS AND HYPOTHESIS DEVELOPMENT**

### **Proactive Personality with Career Satisfaction**

Current research on job satisfaction tends to focus on external factors, such as work experience and workplace (Hur et al., 2019). The rise of positive psychology in recent years has allowed researchers to study positive variables in the workplace. According to self-determination theory (Deci & Ryan, 2008), personal development is driven by three basic psychological needs: competence, relatedness, and autonomy. According to the theory, people are more likely to be motivated to fulfil these needs when they are in an external environment. When these basic needs are met, internal motivation will be stimulated and external motivation will be internalized and work behaviour will be proactively determined by the individual themselves.

Early research on the relationship between proactive personality and job satisfaction was conducted in the West (Premchandran & Priyadarshi, 2019). It is important to conduct research on how this relationship occurs in other cultures. As is the case in Company X, where the new regulation implemented in Company X for frontline employees is rightsizing. This is a new culture in the work environment of Company X, especially for frontline employees.

### **Proactive Personality with Career Adaptability**

As mentioned earlier, proactive personality is a relatively stable disposition that encourages people to act on initiative to influence their environment. This is in line with the personal agency perspective indicated in career construction theory, and implies that people can enact changes to improve

their environment rather than just passively reacting to their environmental constraints (Crant, 2000; Tolentino et al., 2014). Those who are proactive, who typically focus on change and action, are more likely to actively develop adaptation resources to help them progress in their careers. This is because they are more likely to actively address changes related to their career, spot opportunities for improvement and create a work environment that suits their career needs (Bateman & Crant, 1993; Tolentino et al., 2014).

### **Proactive Personality with Person Job-Fit**

The work adjustment theory of Lofquist & Dawis, (1984) indicates that the basic motive behind employees' employment is to seek a work environment that matches their needs, abilities and values. Based on the interactionist perspective (Bandura, 1977; Schneider, 1983; J. M. Crant, 1995) indicates that proactive employees deliberately influence their environment to make their work and organization more suitable (Seibert et al., 1999) state that, unlike their passive counterparts, proactive employees will try their best to choose or create a work environment that matches their values and needs.

The literature suggests that proactive personality is positively associated with job search intensity (Zacher, 2013) and career initiative (Seibert et al., 2001), including career planning and other career management behaviours. Applicants who conduct more job searches will get more job offers and are more likely to choose jobs and organizations that suit their needs (Saks & Ashforth, 2002).

Based on the proactive personality theory J. Crant, (2000); Bakker et al., (2012) argue that in the work environment, proactive employees tend

to create suitable situations for themselves. Their research shows a positive correlation between proactive personality and job crafting, a self-initiated action defined as 'physical and cognitive changes that individuals make in the tasks or relational boundaries of their work' (Wrzesniewski & Dutton, 2001).

### **Career Adaptability with Career Satisfaction**

Career adaptability is a competency needed to participate and contribute in today's career landscape (W. S. Chin & Rasdi, 2014); (Savickas & Porfeli, 2012); (Stoltz et al., 2013). These skills are self-regulatory and psychosocial competencies that shape adaptive tactics and actions aimed at furthering career goals and success (Savickas, 2005); (Savickas & Porfeli, 2012).

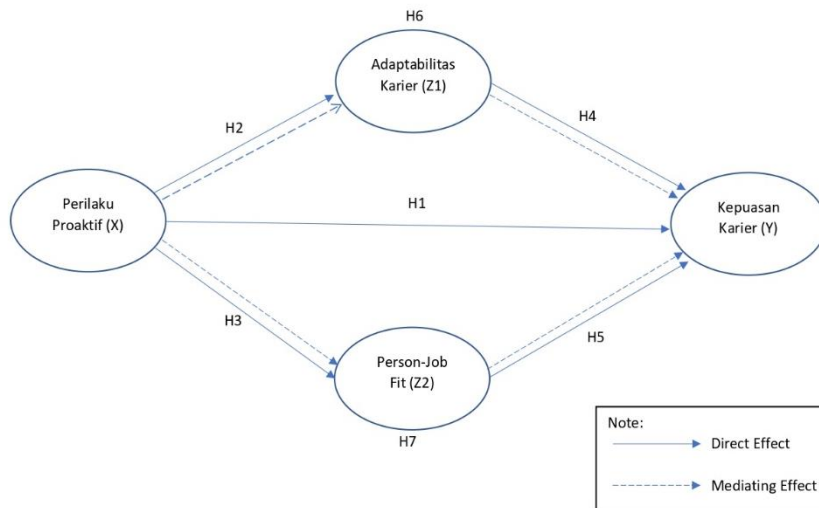
Career adaptability self-knowledge skills are defined by the personal attributes of mindfulness (planning-orientated, anticipating future career development), control (self-discipline, effort, persistence, taking responsibility for one's career), curiosity (curious, exploring career opportunities), and confidence (being oneself, problem solving) (Coetzee & Takawira, 2019). Career adaptability plays a unique role in predicting career satisfaction (Guan et al., 2015); (Hall & Chandler, 2005).

### **Person-Job Fit with Career Satisfaction**

Job satisfaction is an employee's feeling of satisfaction or dissatisfaction with the work done, either overall or by looking at all aspects of the working conditions of the organization where they work (Spector, 1997). According to Judge & Robbins, (2017), job satisfaction is a term for an individual's

general attitude towards their job. It is further explained that someone with high job satisfaction shows a positive attitude towards their job, while someone who is not satisfied with their job shows a negative attitude towards their job. This is supported by previous research conducted by Peng & Mao, (2015) which

found that person-job fit has a positive influence on job satisfaction. From this study, it states that in general, job satisfaction is strongly influenced by employees' assessments of the jobs and tasks they carry out, which is an important component of P-J fit.



**Figure 1. research framework**

**METHOD**

In this study, the research design used was quantitative research. Quantitative research is a method for testing certain theories by examining the relationship between variables. Population is the whole individual or object under study that has several characteristics in common (Latipun, 2019). In this research, the research population is workers at PT X.

The sampling technique with non-probability sampling with purposive sampling type is due to the fact that the criteria for respondents who can be sampled are limited to employees at PT X who are frontline employees. The research conducted has distributed questionnaires to respondents with a total of 106 questionnaires filled in. The respondents consisted of frontline employees at PT X.

Data collection techniques can be done by interview, questionnaire, observation (Sekaran & Bougie, 2016). The current research uses data collection techniques by interviewing and distributing questionnaires. Research data collected using questionnaire techniques and using a five-point Likert scale type (5 = strongly agree and 1 = strongly disagree) aims to measure respondents' perceptions regarding research phenomena.

The proactive personality (PP) variable is measured by four indicators (identifying opportunities, showing initiative, taking action and persevering) developed by (Bateman & Creant, 1993). Career adaptability (CA) variables are measured by four indicators (attention, control, curiosity and confidence) developed by (Savickas & Porfeli, 2012). Person-job fit (PJ) variables are measured by two indicators (fit between

skills and work and personality or temperament) developed by (Lauver & Kristof-Brown, 2001). Career satisfaction (CS) variables are measured by two indicators (career goals and career success) developed by (Callanan & Greenhaus, 1990).

The data analysis technique used in this research is Structural Equation Modeling (SEM) equation modelling. SEM is an analytical tool that combines factor analysis, structural model and path analysis approaches (Sekaran & Bougie, 2016). SEM analysis can be carried out three activities directly, namely checking the validity and reliability of the instrument, testing the relationship model between variables and activities to obtain a suitable model.

This research was conducted using the Structural Equation Model (SEM) approach using the Partial Least Square (PLS) analysis method supported by computer software, namely the Smart-PLS 3.0 program for statistical analysis of respondent characteristics and descriptive analysis of variables.

The validity test used is the construct validity / congruent validity test. Construct validity proves how well the results obtained from using these measures are in accordance with the theories in which these tests are designed, this is assessed through convergent validity and discriminant validity (Sekaran & Bougie, 2016: 222). In an adequate model, the AVE should be greater than 0.50 (W. W. Chin, 1998); (Höck & Ringle, 2006: 15). For an appropriate relational model, outer loadings should be above 0.70 (Henseler et al., 2012: 269). Another rule of thumb is that indicators with measurement loadings in the range of 0.40 to 0.70 should be removed if dropping them would improve composite reliability (Hair Jr. et al., 2014: 103). However, at the research stage of scale development,

loadings of 0.50 to 0.60 are still acceptable (Ghozali & Latan, 2015: 37).

In models adequate for exploratory purposes, composite reliability should be equal to or greater than 0.60 (W. W. Chin, 1998); (Höck & Ringle, 2006: 15). Equal to or greater than 0.70 for models adequate for confirmatory purposes (Henseler et al., 2012: 269), and equal to or greater than 0.80 is considered good for confirmatory research (Daskalakis & Mantas, 2008: 288). By convention, the same limitations apply for assessing Cornbach's alpha, which is greater than or equal to 0.80 for a good scale, 0.70 for an acceptable scale, and 0.60 for an exploratory purpose scale (Garson, 2016: 64).

R-Square also called the coefficient of determination is the overall effect size for the structural model (W. W. Chin, 1998: 323); (Höck & Ringle, 2006: 15), describing results above the limits of 0.67; 0.33 and 0.19 to be 'substantial', 'moderate'. and 'weak' respectively. The R-square here would be considered to have a moderate strength or effect. However, what is 'high' is relative to the field: a value of 0.25 could be considered 'high' if the state of the art in a particular subject and field had previously led to lower values (Garson, 2016: 80).

The measurement bootstrapping model test is used to see the relationship between constructs and the significance value in the path coefficients and indirect effect table, namely the coefficient estimates and how the level of t-statistics or p-values of each variable. A relationship between variables is said to have an effect if the level of significance: p-value  $\leq 0.05$  or t-value  $\geq 1.96$  (Garson, 2016: 97).

## **RESULT AND DISCUSSION**

### **Measurement Model**

Table 2. presents the results of the measurement model (outer model). The table presents the outer loadings of each item, CR, CA of all variables.

Specifically, all outer loadings values are above 0.60; CR of each variable ranges from 0.897 to 0.977 and CA of the variables ranges from 0.856 to 0.975.

### Table 1. SPECIFIED MEASUREMENT MODEL

From the results of respondents' answers based on the Likert scale answer selection criteria, then interpreted using the three-box method, the range divided by three results in a range of 1.33 (1.00-2.33 = low; 2.34-3.67 = medium; 3.68-5.00 = high) and then used as the basis for interpreting the average value of the variable (Ferdinand, 2006). Based on respondents' assessments of the research variables (Proactive Personality = 4.859; Career Adaptability = 4.269; Person-Job Fit = 4.267; Career Satisfaction = 3.911), all latent variables fall into the high category.

#### Structural Model

Structural model assessment (inner model) looks at the value of R-square and Q-square. The R-Square value of the career satisfaction variable is 0.537. This value shows that the variation in career satisfaction explained by proactive personality, career adaptability and person-job fit is 53.7%, while the rest is explained by other variables. The R-square value for the career adaptability variable is 0.863. This value indicates that the career adaptability variable explained by proactive personality is 86.3%, while the rest is explained by other variables. The R-square value of the person-job fit variable is 0.791. This value indicates that the person-job fit variable explained by proactive personality is 79.1%, while the rest is explained by other variables.

Based on the calculation of the Q-square value of 0.885, it means that this research model has a high model fit. The

model accuracy of 88.5% explains that the contribution of the model to explain the structural relationship of the four variables studied is 88.5% and the rest is explained by other variables not involved in the model. The predictive-relevance formulation above:

$$Q_p^2 = 1 - (\sqrt{1 - R_1^2}) \times (\sqrt{1 - R_2^2}) \times (\sqrt{1 - R_3^2})$$

$$Q_p^2 = 1 - (\sqrt{1 - 0,537^2}) \times (\sqrt{1 - 0,863^2}) \times (\sqrt{1 - 0,791^2})$$

$$Q_p^2 = 1 - (0,680 \times 0,370 \times 0,457)$$

$$Q_p^2 = 1 - 0,115$$

$$Q_p^2 = 0,885$$

Assessing the inner model is also by looking at the significant value to determine the effect between variables through the bootstrapping procedure. Hypothesis testing is carried out using the T-test (T-statistics) on each direct effect path and indirect effect. Table 4 shows the results of direct and indirect effect hypothesis testing.

The effect of proactive personality on career satisfaction shows a path coefficient of 0.091 with t-statistics of 0.432 ( $p = 0.666$ ). This can be explained that proactive personality has no effect on career satisfaction. The effect of proactive personality on career adaptability has a path coefficient of 0.929 with t-statistics of 57.543 ( $p = 0.000$ ). These results can be explained that proactive personality has a positive effect on career adaptability.

The effect of proactive personality on person-job fit has a path coefficient value of 0.889 with t-statistics of 34.057 ( $p = 0.000$ ). These results can be explained that proactive

personality has a positive effect on person-job fit. The effect of career adaptability on career satisfaction has a path coefficient value of 3.097 ( $p = 0.002$ ). These results can be explained that career adaptability has a positive effect on career satisfaction. The effect of person-job fit on career satisfaction has a path coefficient of -0.268 with t-statistics of 1.425 ( $p = 0.188$ ). These results can be explained that person-job fit has no effect on career satisfaction.

The relationship between proactive personality and career satisfaction through career adaptability

has a path coefficient of 0.836 with t-statistics of 3.055 ( $p = 0.002$ ). These results can be explained that proactive personality has a positive effect on career satisfaction through career adaptability. The relationship between proactive personality and career satisfaction through person-job fit has a coefficient with a value of -0.216 with t-statistics of 1.413 ( $p = 0.158$ ). These results can be interpreted that proactive personality has no effect on career satisfaction even through person-job fit.

**Table 2. Hypothesis Testing Of Direct And Indirect Effects**

Relationship	Coefficient		
	s	T-statistics	p-value
<i>Direct effect</i>			
Proactive Personality and Career Satisfaction	,091	,432	,666
Proactive Personality and Adaptability Career	,929	57,543	,000
Proactive Personality and Person-Job fit	,889	34,057	,000
Adaptability Career and Career Satisfaction	,900	3,097	,002
Person-Job Fit and Career Satisfaction	-,268	1,425	,155
<i>Indirect effect</i>			
Proactive Personality and Adaptability Career and Career Satisfaction	,836	3,055	,002
Proactive Personality and Person-Job Fit and Career Satisfaction	-,238	1,413	,158

Source: Smart-PLS 3.0

## Discussion

In the world of professional work, an employee has indicators of career achievement as a measure of their career satisfaction. The theory of career satisfaction presented by (Spector, 1997), there are nine categories, namely, salary, promotion, supervision, benefits, recognition, operating procedures, co-workers, job type, and communication. This means that career satisfaction will be achieved if among the nine categories can be accepted by employees. The results showed that the proactive attitude of frontline employees did not affect the career satisfaction of PT X frontline employees in the rightsizing situation.

This condition is in line with the current regulations for frontline workers, that frontline workers have the

opportunity to work only up to five years of active period from the time they are appointed as frontline workers. This means that the activeness shown by frontline employees in the work environment will not affect career paths. The results of this study are in line with the theory described by (Luthans, 2017) which states that career satisfaction is also influenced by job engagement, job insecurity, and others.

The rightsizing regulation applied at PT X provides various changes every period that runs. As shown in research (Hameed et al., 2020) that the importance of individuals in being proactive when facing an unstable career environment. When faced with career transitions, individuals with proactive personalities do not always become



passive recipients of environmental constraints. but instead, they can make changes to improve their current environment, actively seek opportunities, and take action. When faced with career adaptability needs, proactive individuals tend to prepare for change, and make career-related changes (J. Crant, 2000).

Every change of employment period will bring new frontline workers. This also applies to frontline employees at PT X. So that in order to develop in the work environment, frontline employees must be able to act proactively. The results of this study are also in line with research conducted by (Mahardika & Kistyanto, 2020).

This study also examines the relationship between proactive personality and person-job fit, the results of the study state that proactive personality affects person-job fit. The results of this study are in line with research conducted by (Cai et al., 2018). These results show that proactive personality in frontline employees has a positive effect on person-job fit in PT X's rightsizing situation. This means that the higher the level of proactivity carried out by frontline employees, it will also increase the career fit of frontline employees at PT X.

Based on the results of the study, it shows that career adaptability has a positive effect on career satisfaction in frontline employees of PT X in the rightsizing situation. The rightsizing situation will impose restructuring on the organization. The regulations that apply at PT X related to rightsizing for frontline workers are the replacement of new frontline workers who will be included when the old frontline employees have worked for five years. The results of this study emphasise the role of adaptability in managing career-relevant situations. Career adaptability

consists of various psychological resources, which facilitate self-regulation in the career development process. These results are in line with the results of research conducted by (Coetzee & Stoltz, 2015).

While the relationship between person-job fit and career satisfaction in this study did not show the results of the influence. It is explained that changes in the work environment that occur when the PT X company is rightsizing will have an impact on frontline employees. This can be seen from career fit, that with the rightsizing regulation in the company which imposes a five-year working period for frontline employees, it means that there will be no further career path for frontline employees.

The relationship between proactive personality, which has no influence on career satisfaction, is different when given the career adaptability variable as a mediator. The indirect relationship test shows the mediating role of career adaptability in the relationship between proactive personality and career satisfaction. Proactive personality factors and career adaptability are an important part that every employee must have (Mahardika & Kistyanto, 2020). This is as a support in increasing the efficiency and effectiveness of workers in order to achieve career goals.

The results of this study also support the results of research conducted by (Agustina & Muhammad, 2019) dan (Spurk et al., 2013) explaining that every individual who has a proactive attitude accompanied by a more adaptive attitude towards their career, then they will feel satisfied with their job or career. Meanwhile, the role of person-job fit in the relationship between proactive personality and career satisfaction does not show as a mediator. Proactive attitude is characterised by the involvement of frontline employees in

work outside their job description. Therefore, employees will get more pressure on their work. This pressure gives employees a sense of discomfort in carrying out their work. Finally, it cannot fulfil the requirements of the job because the tasks exceed and make employees unable to achieve career satisfaction in their work.

## CONCLUSION

Employee career satisfaction will be achieved by being supported by career adaptability both as a direct role and as a mediator between the relationship between proactive personality and career satisfaction. Then proactive personality has a direct influence on person-job fit and career adaptability. However, it does not have a direct influence on career satisfaction. Likewise, person-job fit does not have a direct influence on career satisfaction and person-job fit cannot act as a mediator in the relationship between proactive personality and career satisfaction.

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