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The Impact of Career Resilience and Task Proficiency on Career Satisfaction and Socially Responsible Human Resource Management

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Abstract

The current study proposes that nurse career satisfaction within public sector hospitals creates a unique opportunity for the public sector to enhance its social responsibility internally. A cross-sectional design with 250 responses was received. We recommend considering fundamental factors that may affect nurses' satisfaction with their career development. The present study has a key focus on two most important factors (i.e., resilience and proficiency). All these factors are important for the hospital sector that desires to project itself as socially responsible and sustainable, while also ensuring the satisfaction of its stakeholders internally.

Keywords: Career satisfaction, task proficiency, career resilience, career aspiration, sustainable human resource management.

1. Introduction

With the help of theoretical emergence and new understandings of supportable HRM, along with the costs for organizations that exhibit social responsibility. (Aust et al., 2020).The current article articulates the antecedents and outcomes of employees' satisfaction with respect to their career satisfaction in the Pakistani Public Health sector, the implications aimed at the quest for HRM sustainability, in addition to the core social responsibility of PSO, more by and large. (Knies et al., 2022).Management scholars are in continuous discussion about organizational social responsibility in relation to the satisfaction of employees, while the topmost priority in this regard is the well-being. (Carroll, 2021). Here, we are able to build a stance regarding SHR and career satisfaction, aiming at long-term organizational impact and this type of relation seems positive as it is considered a fundamental feature of sustainable organizations. (Bansal et al., 2021). Therefore, as a result of this relation, it will make its contribution to be an SRO.



HRM sustainability focuses on people management who are socially responsible and internal social responsibility (Goergen et al., 2019), which outlines how individual employees must be treated, while the whole discussion is at the heart of this debate of what we call social responsibility. In short, ISR (Internal social responsibility) has an implication which is substantial for HRM (Lee & Szkudlarek, 2021; Stahl et al., 2020). These implications are discussed in a later section.

The current literature encapsulates a few instances focusing on the topic focusing on by what means top companies work and have linkages with social responsibility and HRM (Edmans, 2012; Lee & Szkudlarek, 2021). In addition, PSO insight explains rare patterns. (Ates & Büttgen, 2011; Knies et al., 2022). Therefore, it would easily be inferred that human resource management forms a part of OSR (Knies et al., 2022; Stahl et al., 2020). Additionally, employees who have having stake within the organization (Voegtlin & Greenwood, 2016); HR departments must endorse career satisfaction with organizational struggles for OSR. (Voegtlin & Greenwood, 2016).

Now, in this context, public sector and internal employee satisfaction literature put forward the point that a lack /low career satisfaction is considered a serious and alarming situation facing many government bodies today. (Partnership for Public Service, 2018, 2020). Additionally, this poses a serious threat to internal social responsibility as well as the prospect of HRM sustainability. Up till now, very little is known about career satisfaction factors related to public sector organizations.

Prior research focused on the antecedents of career satisfaction within a private context (Chan & Mai, 2015; Joo & Lim, 2013; Verbruggen & van Emmerik, 2020), while putting forward a research gap within the literature of art. (Ates & Büttgen, 2011). Simultaneously, 21st-century demands for future organizations which are in need to enhance internal social responsibility. (Carroll, 2021; Lythreath et al., 2021). The existing bulk of literature encapsulates the antecedents for private entities, focusing on WFC, commitment, self-efficacy, burnout, organizational support (i.e., perceived), resilience, work engagement, and career adaptability, and these are factors that explain career satisfaction of employees. (Barthauer et al., 2020; Guillén, 2021; Karatepe & Olugbade, 2017; Loi & Ngo, 2010; Spurk et al., 2019). Additionally, a number of factors that have not been under consideration, including trust in a superior, organizational justice (i.e., three types of organizational justice), career satisfaction, job recognition, and work environment, with the relational role of career satisfaction remains unclear. (Spurk et al., 2019). Therefore, the argumentative explosion perpetuates the considerate factors that could influence career satisfaction of employees, while these factors are mentioned above, in addition to these factors, they must be treated separately. (Spurk, 2021). It is also recommended in the most recent research that career resilience and task proficiency must be taken as mediators or moderators for future research

agendas. (Latan et al., 2022). These two important factors are also highlighted by different scholars in the most recent literature. (Yang et al., 2018, and Jiang et al., 2021).

Resilience and task proficiency are considered important indicators of satisfaction for nurses (Khadija and Bayan, 2025). In addition, it involves stress management, a mechanism that helps in coping activities and aligning behavior. CR is about recovery from different setbacks and facing difficult situations and being able to transform them. Whereas, TP is about the high level of skills an individual exhibits while performing a specific task. Growth opportunities are significant for satisfaction, therefore. Proper skills-enhancing opportunities should be in place. This could be possible through workshops and professional development programs, and processes.

The whole debate calls for filling up a gap in the lacking area of emerging factors as mentioned above (Bagdadli & Gianecchini, 2019). Additionally, a very low scholarly profile has been seen in the HRM field in investigating career success and satisfaction. (Bagdadli & Gianecchini, 2019). Furthermore, while comparing the profile of career satisfaction and antecedents, researchers pointed out that insufficient research has been conducted on the latter than the former. (Spurk, 2021; Spurk et al., 2019). Overt and explicit limitations do exist, so to fix this, through investigate the impact of career satisfaction on the behavior of organizational employees (i.e., career inspiration). (Chan & Mai, 2015; Barthauer et al., 2020; Spurk, 2021). In short, the aim of the current study is to fill the determined gap with the help of comprehensive provisions within the stated research questions. These briefly stated questions include: Do the components of career satisfaction within the public sector help in supporting more sustainable as well as socially responsible human resource management initiatives? Is there an impact of career resilience and task proficiency on career satisfaction?

S-HRM, which stands for sustainable human resource management, is considered a discipline of keeping sustainability pertaining to business that shows an impact on the environment, society, and the public. HR professionals are facing challenges regarding “preparedness for tomorrow”; therefore, it helps in this regard. HR specialists continue to find the answers to questions of what we call “what and where”. For instance, from now “where we are standing”, where we are in dire need to go”, what must be done right now, and with all this, last but not least, what needs to be done for the future.” The basic assumption behind sustainable human resource management is that whatever the businesses are using is continually replenished. However, in order to be with the times, organizations can achieve their strategic objectives. In the contemporary socio-economic environment, researchers outline “sustainable human resource management” as a basic factor in the maintenance of career sustainability. Hence, it is considered a significant factor to understand sustainable careers.

2. Background and hypothesis

2.1 Sustainable HRM and social responsibility

According to Bansal (2021), management in the long term encompasses the concepts of what we call career satisfaction and organizational sustainability. The uses of strategies as well as practices of human resource management include social, environmental, financial, reinforcement objectives, engaging stakeholders in a positive way while achieving competing demands, and last but not least, the legal requirements at the national level for achieving performance that is sustainable. (Poon and Law, 2022). Career satisfaction has been best apprehended, resulting in a better achievement of sustainable HRM, at the same pace as internal social responsibility helps in achieving better comprehension of SHRM. (Aust et al., 2020). Additionally, long-terms of career satisfaction and sustainable human resource management will boost organizational sustainability. Therefore, it can be intended that internal SR improves HRM sustainability.

SHRM has an interconnection with internal OSR generally; therefore, internal CSR has received much more attention by researchers than the public sector. (Ates & Büttgen, 2011; Lee & Szkudlarek, 2021). It is comprehended that public sector social responsibility has received more attention respecting research studies. Hence, the equal exploration is in dire need of respecting all organizations, including public sector organizations; whereas, the issue of problem comprises social responsibility and stakeholder relationships in this context. (Seifi & Crowther, 2020)

According to Barnett (2007), operationalization of OSR is both the process that includes volunteers as well as discretionary manners that allot resources to have common goods, additionally, a moderate relation with all significant stakeholders – internal(employees)and external(communities and customers). The above-stated definition of OSR categorically envisaged a bi-dimensional manner, including internal and external horizons. (Goergen et al., 2019).Therefore, internal social responsibility concentrates on how employees are treated within the organization and the relationships that do exist within the organization –that is what we talk about the implications of human resource management practices. (Stahl et al., 2020).

After going through the whole debate on CSR and HRM, it can be considered that these two are specified under a single umbrella, while having an important research gap. (Lee & Szkudlarek, 2021; Stahl et al., 2020).The relationship between these two above-mentioned issues can be a different way of crossing a point (Stahl et al., 2020). Present research develops a bridge relationship of CSR-HRM by taking organizational performance at an extraordinary level and constituting HRM as an internal SR. One way to understand the career satisfaction relationship with internal social responsibility is that the increase in the first one would increase in the other. After going through the prior collected work, the assumptions can be fixed in the following ways. First, the organizations who are having already developed CSR and this high

level of inclination can be assume to have embedded internal social responsibility including employee relation as well as strategy; Second, Job satisfaction of employees can be seen in organizations/companies who have got awards in internal social responsibility and they are having competitive edge and employee job satisfaction is one of the reasons in this regard; Uncertainty prevailing in current situation so the issue regarding CSR one to forefront as future of an organization depends on CSR deployment and this deployment would address HRM as well.(Aguinis & Glavas, 2013; Edmans, 2012; Carroll, 2021).References are aforementioned above.

The theoretical scope of current research can be delineated further by outlining HRM sustainability, with career satisfaction being considered an internal social responsibility as a part. The current global situation has highlighted the focus towards a high level of HRM practices being considered internal responsibility of well-managed organizations/firms/departments, along with HRM sustainability as an implication. (Carroll, 2021).

2.2 Job recognition and career satisfaction

Employee Recognition with perpetual beliefs is in what ways the organization considers to be rewarded and recognized. This recognition determines social responsibility in the public sector. Financial and non-financial rewards come under recognition, while recognition (e.g., incentive-based rewards) which is often used to enhance the performance of an individual within public agencies. (Dossi & Patelli, 2010). Certificates and promotions come under non-financial, while bonuses and salary come under the financial reward system. Recognition stimulates to increase in additional effort to improve performance and decrease intention to leave (Chênevert et al., 2022). Most importantly, employee recognition towards the job helps in achieving career goals, and here, we have career satisfaction implications. Low recognition (i.e., Upsets and disappointments) comes across whenever achievements get into an unappreciative mode. These triggering efforts convince employees to leave the organization. (Chênevert et al., 2022).Therefore, the relationship between incentive and effort and performance has been seen. Additionally, according to a report by Tsai (2018), recognition would have a positive impact on engagement (e.g., Job) as well as innovative behavior. The following hypothesis is proposed in this study

Hypothesis 1 (H1): Job recognition has a significant impact on career satisfaction

2.3 Organizational justice and career satisfaction

It is defined as an ethical and moral evaluation of employees' personal conduct in performing managerial duties regarding their work. (Cropanzano et al., 2007). Distributive, procedural, and international justice is considered as three main categories of organizational justice. (Greenberg, 1990). Awards, trainings, career paths, and appraisals in terms of performance are related to distributive justice. However, the second type/category is more normative and related to norms and rules universal to all employees, for instance, assignments

and disciplines. (Haines et al., 2018). The current study has considered the above-mentioned three types together sum up under an umbrella of organizational justice, performance, commitment, involvement, and satisfaction (i.e., career), are having strong relationship with organizational justice. (Colquitt et al., 2013; Diehl et al., 2018; Ngo & Li, 2015; Zapata et al., 2009). Whenever an individual considers a favorable environment and that this is prevailing, automatically career goals would be achieved (KO & Hur, 2014), and this is all illustrated in what we call social responsibility in an organizational context.

Fulfillment of career goals depends on fairness (i.e., perceived), while organizational justice (fairness), including all three categories, generates a reasonable environment that produces an impact on career goals. Workplace perceived fairness forms the behavior of employees that would affect their satisfaction level throughout their careers. Different studies have informed that a versatile literature with positive relationships does exist between justice and satisfaction, performance, and citizenship behavior within an organization, as outcome variables (Ngo & Li, 2015; Zapata et al., 2009; Diehl et al., 2018), respectively. The following hypothesis is proposed in this study

Hypothesis 2 (H2): Organizational justice has a significant impact on career satisfaction

2.4 Trust in superiors and career satisfaction

It is defined as a belief of an individual employee about their superiors in an organization that indicates the honesty of his/her superior, performance feedback (e.g. constructive approach), and open-mindedness towards subordinates for the employee's career of an employee. (Siebert et al., 2016). According to Hu et al. (2021), trust (e.g., Interpersonal) in a superior relationship is considered a significant element that boosts co-operation between staff, which enhances performance as well as satisfaction in a career. Career goals assistance can be achieved through the concept of trust, which is interlinked with different conditions, including conflict reduction and uncertainty (Holland et al., 2012; Pate et al., 2012).

Additionally, organizational trust respecting employees who are considered good when facing respect from managers and co-workers' opinion, leading towards an increasing level of communication and relationship, is the best example in this regard. Employee Happiness and harmony can be nurtured within an organization as a positive impact. Hence, the possibility of employees being satisfied with their career path is sky high. Organizational trust endorses satisfaction, friendliness, and a low level of stress. (Innocenti et al., 2011). Apart from this, more trust is likely to have more career satisfaction, for instance, organizational commitment (Chong & Law, 2016), performance (e.g., Job and team) with trust in a superior (Goris et al., 2003; Gould-Williams, 2003; Hu et al., 2021). The following hypothesis is proposed in this study

Hypothesis 3 (H3): Trust in superior has a significant impact on career satisfaction

2.5. Job recognition and task proficiency

Individuals who are task proficient would easily manage all available resources, including efforts, time, and energy, in order to give benefit to the department/organization. Additionally, task proficiency demands to be dedicated and to be responsible in performing tasks, even going through personal development – in this pace, the individual encompasses all the factors related to work within his/her domain/area, along with stepping aside an arm's length approach while engrossed outside the preset boundaries and requirements set by jobs. (Christian et. al., 2011). Different scholars encompasses employee engagement with multiple factors stated in the present study including; commitment, proficiency (i.e., task), turnover (e.g., less), absenteeism (e.g., less), high in productivity that ultimately lead towards organizational achievements; additionally; it is also added up to an extreme level, if psychological limit, job resources (i.e. recognition), working conditions, and support from department are operationalized. (Kataria et al., A., 2013). Therefore, it is well established to explain the relation among variables: for instance, career opportunities, recognitions and rewards, respectfulness, are factors that produce the ultimate outcome in the form of commitment and satisfaction. (Buckingham & Coffman, 1999; Harter, Schmidt, & Hayes, 2002; Harter, Schmidt, & Keyes, 2003; Wagner & Harter, 2006). The following hypothesis is proposed in this study

Hypothesis 4 (H4): Job recognition has a significant impact on task proficiency

2.6 Organizational justice and Task proficiency

It is defined as the personal conduct of an employee regarding ethical and moral evaluation within managerial manner surrounding workplace aspects. The word justice, with reference to the mid-12th century, referred to the use of authority for justifying right through giving reward or punishment. (Etymology Dictionary, 2010). By the passage of time, the meaning of justice changes, so it is necessary to meet the demands for justice. "Justice is fairness" (Rawls, 1981). Distributive justice is the degree to which the results of assumed matters are justifiable. (Niehoff & Moorman, 1993) Procedural Justice is defined as views of justness in ways to implement policies and procedures (Bakhshi, Kumar, & Rani, 2009; Folger & Konovsky, 1989); its focus is on the fairness of process (Maxham & Netemeyer, 2002). Interactional Justice refers to the value of relational behavior that is received by the individuals while implementing policies and procedures in the organization (Bies & Moag, 1986).

Task proficiency (i.e. in terms of task performance) has a significant as well as positive relationship with distributive justice-one of the above-mentioned types. (Williams, 1999). Whenever individuals consider themselves about the treatment they received is in unjustly, and then they would exhibit behavior and attitude that has become an altered nature (Greenberg 1990). On the contrary, it means being equally treated would result in a high level of task proficiency - it can be considered as the role that is surpassed to its stated requirements. Different scholars explain a positive relationship between justice (i.e., procedural) with task performance; as task proficiency being part of task performance, or it describes the basic cruxes

of task performance, job-specific/non-job specific, job-role performance, performance (i.e., task), and communication in terms of information and presentation (Campbell et al., 1993; Welbourne et al., 1998; Johnson, 2003; Bartram, 2005). The following hypothesis is proposed in this study.

Hypothesis 5 (H5): Organizational justice has a significant impact on task proficiency

2.7 Trust in superior and task proficiency

It is considered an important resource (e.g. Individual). Supervisor (e.g. trust) has an impact on the proficiency of task of an employee, for instance; high level of trust would bring an increase level of proficiency in task, on contrary, high in task proficiency by employee would be least receptive or focused inclination towards superior, it means career employees who are more oriented towards motivations (e.g. Rewards in term of recognition) – are least bothered about superior trust. Employees who have high task proficiency are least interested and alert to their superior influences (e.g., Trust) that cause support regarding career, while being least effective in achieving consequences, for instance, in the case of career satisfaction. On the other hand, individuals with low task proficiency have the least awareness about expertise within, and it is also backed by superior trust – an increase in superior trust would bring an individual with high task proficiency. Additionally, superiors are considered the most valuable means, whereas individuals with task proficiency (i.e., Low) are intensive to the acceptance of superior help, and prohibit losses (i.e., resources) (Zhou et al., 2012); and trust in superiors increases, which will provide an increased level of individuals who are task proficient.

Apart from the study variable, the number of authors encapsulates other variables, including supervisor support with task proficiency. At the same pace, commitment (e.g., HRM), engagement, intrinsic motivation, and organizational resources, in the presence of a moderator (i.e., task proficiency), have been part of many previous studies. (Boon and Kalshoven, 2014; Hobfoll, 1989, 2001). Power and trust are interlinked with each other; in this way, individuals with high task proficiency are least boarder about superior trust while possessing and believing own potential skills and expertise. The following hypothesis is proposed in this study

Hypothesis 6 (H6): Trust in superior has a significant impact on task proficiency

2.8 Job recognition and carrier resilience

As mentioned above that employee recognition with perpetual beliefs, is in what ways organization considered to be rewarded and recognizes Career resilience and its operationalization has been traced back to researchers work; for instance; career motivation that encapsulates career –identity, resilience and insight, while in case of career resilience, it is the inner power of an employee to resist against career disruptions or coping ability respecting situation which is negative including obstacles to career goals, relationship that is poor, and uncertainty. (London, 1983).

Additionally, the concept of resilience can be seen within six different magnitudes as illustrated by matches between responses of stress and, at the same time, exhibit changes within

organizational settings. The six dimensions include: power structures, relationship which is supportive, trust, and image (i.e., self that is considered to be congruent, change, differentiation (i.e., positive), and last but not least the communication (i.e., open and clear). Hind et al. (1996). Individuals in an organization who are achieving recognition and rewards are high in resilience, respecting their career as it will going to lower the level of stress, which is considered an embedded mechanism. Here, it can be conceived with the whole discussion that a direct and positive relationship does exist between these two stated variables. The following hypothesis is proposed in this study

Hypothesis 7 (H7): Job recognition has a significant impact on career resilience

2.9. Organizational justice and career resilience

Multifaceted definitions have been highlighted by many scholars. It is also defined as ability in a psychological context where individuals are able to improve, recover, or adapt to adversity/stress, and threats/traumas which are in build (American Psychological Association [APA], 2020; Luther et al., 2000; Mancini & Bonanno, 2009; Norris et al., 2009; Sapienza & Masten, 2011). Additionally, it has been considered as a mediator with a significant relationship between different variables, including TI and satisfaction, environment (i.e., Workplace), burnout, emotionality, and work overload. Conflict and engagement (i.e., workplace). (Yu & Lee, 2018; Jung & Park, 2019; Yu & Lee, 2018; Hidayah & Ardiansyah, 2019; Lanz & Bruk-Lee, 2017; Dai et al., 2019).

Organizational justice with three dimensions inclusively would determine employee resilience in a positive way, as it has the boosting ability within. Fairness theory puts its emphasis on accountability whenever facing situations. Therefore, it is comprehended that there must be an understanding of the responding employee's personality characteristics and attribution styles (Folger & Cropanzano, 1998, 2001). Lower ethical and moral values, or abusive supervision in organizations, are faced by individuals who have different motives and personality attributes. Resilience is one of the personality attributes that ultimately would impact career satisfaction and career aspiration. The following hypothesis is proposed in this study.

Hypothesis 8 (H8): Organizational justice has a significant impact on career resilience

2.10 Trust in superior and carrier resilience:

According to Siebert et al. (2016), superior trust is an employee's credence about their supervisors/bosses' honesty, constructiveness, and unprejudiced approach to performance, valuable feedback, in addition to that, action would be valuable towards a subservient career. Resilience is a quality within an individual that is a protective factor in coping with hardships. (Bemrose & Hearne, 2012). Apart from this, it is a dynamic process wherein; employee would exhibit positive adaptation irrespective of the fact that at the same time individual is going through certain trauma or adversity. (Luther & Cicchetti, 2000, p. 858). Trust, identification, and political skills have been part of man's previous studies, and these are considered important

characteristics within work roles. Superior trust has impact intent of an organization and employee actions. Superior trust in b individual employee would bring lower level stress faced, or the employee's ability to cope with stress would go to increase. Hence, it is considered a direct positive relationship between them. Absence of superior trust leads to stress and intolerance (Srivastava, S. (2020), which would definitely hinder satisfaction of an employee in his/her career, as career satisfaction is a desired element in an organization. The following hypothesis is proposed in this study

Hypothesis 9 (H9): Trust in superior has a significant impact on career resilience

2.11 Task proficiency and career satisfaction

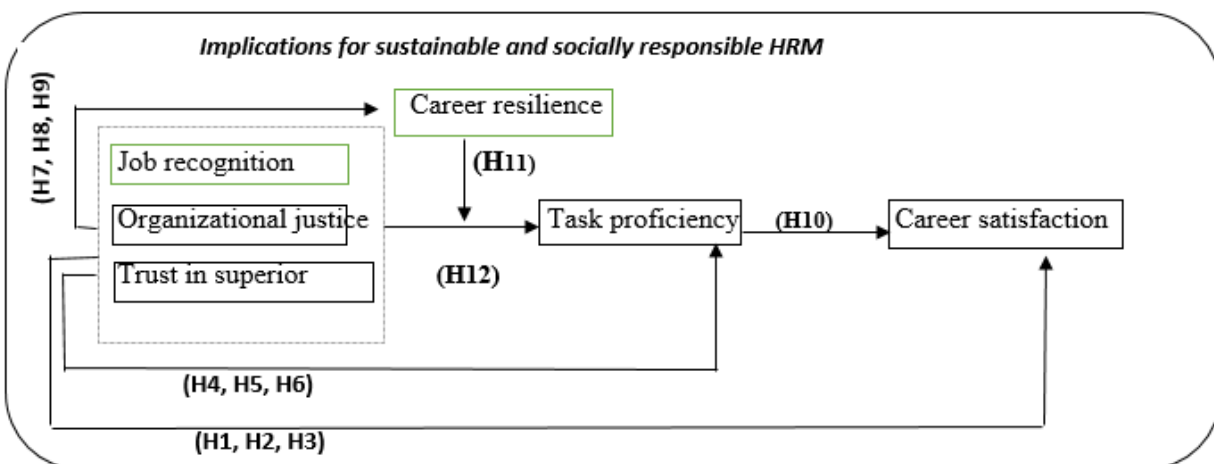
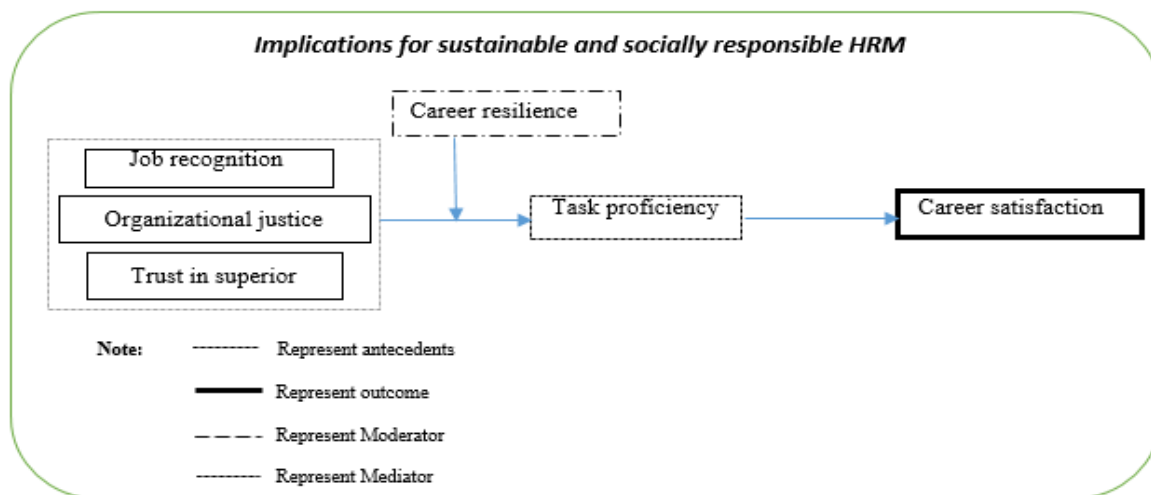
It is considered an individual resource that would be able to achieve resource gains/achievements. It is defined as behaviors that are not rooted within context (i.e., Social), but can be composed, which shows reflection of, including role expectations and role requirements. (Griffin et al., 2007, p.331). It is easily understandable that the aforementioned definition describes the basic cruxes of task performance, job-specific/non-job specific, job-role performance, performance(i.e., task), and communication in terms of information and presentation (Campbell et al., 1993; Welbourne et al., 1998; Johnson, 2003; Bartram, 2005). In some cases, it can be considered as the role that is surpassed to its stated requirements as employees with proficiency possessing responsibility while make sure about tasks are completed.(Griffin, Neal, & Parker, 2007).

As a resource within an organization and it is a valuable individual facing experience that is challenging would have resources in abundance and ultimately would benefit from these resources. (Hobfoll, 2001). In this regard, many scholars show that in-built skill and ability (i.e., task proficiency), individual employees would be at an unrelated condition with the environment (i.e., Social). (Boon & Kalshoven, 2014). Employees who are facing non non-conducive and unconstructive environment; in addition, if he/she would possess a lower level of skills, abilities, and expertise, then superior help is in dire need. Therefore, on the other side, the employee stressfully exhibits negative reactions. (Madi et al., 2011). In short, unpleasant conduct and non-conducive environments must be removed from organizations. The following hypothesis is proposed in this study

Hypothesis 10 (H10): Task proficiency has a significant impact on career satisfaction

Hypothesis 11(H11): Career resilience has a moderating impact on antecedent variables and the outcome variable

Hypothesis 12(H12): Task proficiency has a mediating impact on antecedent variables and the outcome variable.



3 Method and Measure

The present study is quantitative in nature and it is co relational as it describes the relationship between career satisfaction and its antecedents among public sector nurses in Pakistan. Nurses' resilient personality traits and task proficiency as moderating and mediating effects are cumbersome with the help of hypothesis testing.

In order to design a study, the next step was to plan which research design is appropriate for data collection, data analysis, and its interpretation in order to answer the research questions, after developing the framework of the study through the identification of variables (Sekaran,

2003). A survey is considered as best method to conduct quantitative research (Cooper and Emory, 1995). This was a quantitative research, and the public sectors are involved in it. This study was cross-sectional as responses were measured at the time/spot due to time and cost constraints. Therefore, the basic purpose of the study was hypothesis testing, that has done by investigating the relationship among study variables.

A convenience sampling technique was used to collect the data because of time and cost constraints. The sample was based on the nurses working in public health sectors of Rawalpindi and Islamabad, the federal capital of Pakistan. This survey takes into account all the nurses, including general nurses, head nurses, staff nurses, and nurse managers. The statistical package for social sciences (SPSS and Process 4.2) approach was used in the present study as a quantitative method.

Data for the present study were attained through a survey based on self-administered questionnaires. Instruments for this questionnaire have been adopted from multiple scholars and modified properly according to the contextual settings of Pakistan, so that they could be matched with the aim of the study. Respondents were asked to respond on a scale of five-point Likert scale.

The scale of antecedents, for instance, “career opportunity” has adapted from the scale of Kraimer et al. (2011), the scale for “job recognition” has adapted from the scale of Bleagan (1992), and the scale of “organizational justice” has been adapted with surface-level changes from the scale of Neihoff and Moorman (1993). In the case of variable, i.e., “task proficiency”, it has been adapted by the sale of Riffin et al. (2007). The career resilience scale has been adapted from the scale of Carson and Bedeian (1994). The scale for career satisfaction has been adapted from the scale of Greenhaus et al. (1990).

The summary of respondents is as stated. Mostly, the participants who listed their gender were male (38.4), followed by females (61.6). In terms of education level, a bachelor’s degree level as a qualification level was the most shared response (53.6%). The work experience most of the respondents had 1 to <5 years with a percentage (58.4).

Table 3 Demographics sample

Demographic of characteristic	Item	Demographic	Frequency	Percentage
Demographic of Gender		Male	96	38.4%
Female	154	61.6%		
Demographic of education level		Nursing diploma	72	28.8%
Bachelor degree	134	53.6%		
Master degree	44	17.6%		
Experience		1-<5 years	146	58.4%
5-<10 years	75	30%		
10 and more than 10 years	29	11.6%		
Salary		10,000-<15,000	93	37.2%
15,000-<20,000	145	58%		
20 and more than 20,000	12	4.8%		

Instruments for this questionnaire have been adapted from multiple scholars and modified properly according to contextual settings of Pakistan, so that it could be matched with the aim of study. Questionnaire measurement items are given at the end of paper.

4. Data analysis:

In order to check the data for internal reliability, Cronbach's alpha reliability value was also used. These statistics and values are between the ranges of 0.5 – 0.9, as shown in table 3.1, which are satisfactory and encouraging to perform further statistical analysis. Earlier researchers has advocated the value/benchmark value for Cronbach alpha remains .5 to .6 as good.(Nunnally, Bernstein,& Berge, 1967).Some other authors advocated satisfactory reliability value for data is 0.70. (Gerbing and Anderson, 1988).Below 0.5 Cronbach value of data, it is not possible to evaluate variables correctly. After data screening, reliability of scales which are employed in the study is performed. For reliability purpose, Cronbach alpha would utilize in order to investigate scale quality and consistency (i.e. internal). (Churchill, 1979).

The results of study are given in the table that shows internal consistency of scale items.

TABLE 4.1
Table of Inter-Item Consistency

Sr. no	Variables	Codes	Instrument Authors	No of items	Previous reliability	Measurement scale	Current reliability
1	Trust in superior	TIS	Read (1962)	3	$\alpha=0.845$	1= SA, 5=SD	$\alpha=0.56$
2	Job recognition	JR	Bleagan, (1992)	29	$\alpha=0.90$	1= SA, 5=SD	$\alpha=0.83$
3	Organizational justice	OJ	Neihoff and moorman(1993)	20	$\alpha=0.90$	1= SA, 5=SD	$\alpha=0.83$
6	Task proficiency	TP	Riffin et al. (2007)	3	$\alpha=.0.88$	1= SA, 5=SD	$\alpha=0.51$
7	Career resilience	CR	Carson and Bedeian (1994)	4	$\alpha=.0.82$	1= SA, 5=SD	$\alpha=0.51$
8	Career satisfaction	CS	Greenhaus et al., (1990)	3	$\alpha=.0.86$	1= SA, 5=SD	$\alpha=0.52$
9	Demographic variables		Self-developed	5	-	NA	-

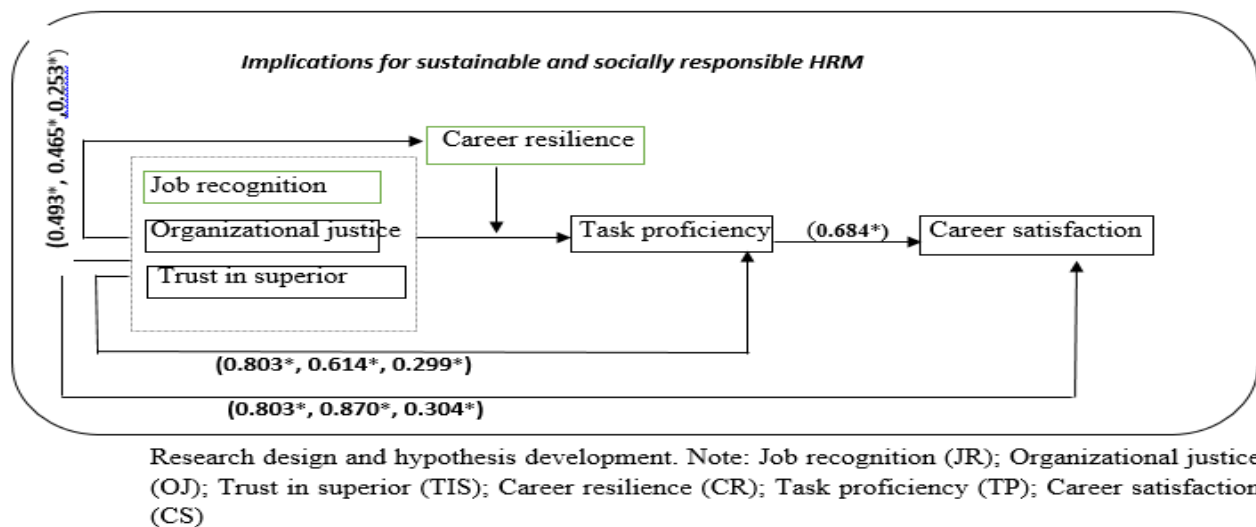
5. Regression and Hypotheses Result

The p-value is considered a standard in order to attain the acceptance/rejection, and it should be less than 0.05. The results are presented in a Table with the coefficient beta. The table explains that H1, which is JR to CS, has a significant impact with a positive value. Therefore, H1 has been supported as (H1:JR→CS=0.80; p-value=0.00). Subsequently, organizational justice has a significant positive impact with a positive value. (H2:OJ→CS=0.87, p-value=.00).In the case of H3, which demonstrates trust in a superior to career satisfaction has an influence (i.e., Positive). It is therefore supported as (H3:TIS→CS=0.30, p-value=0.00). Since

the job recognition on task proficiency also has a significant impact and a relation exists. (H4:JR→TP=0.80, p-value=0.00). Additionally, in the case of (H5:OJ→TP=0.614, p-value=0.00).The impact is also positive in case of H6:TIS→TP=0.29, p-value=0.00).H7 has supported as (H7:JR→CR=0.49, p-value=0.00).H8 has supported as (H8:OJ→CR=0.46,p-value=0.00).The hypothesis H9 of direct path is supported as (H9:TIS→CR=0.25, p-value=0.00). The last direct impact of TIS on CR has a positive nature. In short, these are all statistically significant.

Table 5.1 Summary of Direct Paths

HY P	STATEMENTS	B*	p- value	R ²	F change	Supporte d
H1	Job recognition has a significant impact on career satisfaction	.803	0.00	.11 9	33.42	Yes
H2	Organizational justice has a significant impact on career satisfaction	.870 *	0.00	.39 3	160.49	Yes
H3	Trust in superior has a significant impact on career satisfaction.	.304 *	0.00	.10 3	28.38	Yes
H4	Job recognition has a significant impact on task proficiency	.803 *	0.00	.31 7	114.99	Yes
H5	Organizational justice has a significant impact on task proficiency	.614 *	0.00	.21 4	67.37	Yes
H6	Trust in superior has a significant impact on task proficiency	.299 *	0.00	.10 9	30.22	Yes
H7	Job recognition has a significant impact on career resilience	.493 *	0.00	.21 5	67.88	Yes
H8	Organizational justice has a significant impact on career resilience	.465 *	0.00	.22 1	70.37	Yes
H9	Trust in superior has a significant impact on career resilience	.253 *	0.00	.14 0	40.47	Yes
H10	Task proficiency has a significant impact on career satisfaction	.684 *	0.00	.42 8	185.64	Yes



5.1 Moderated-mediation through Hayes process macro 4.2

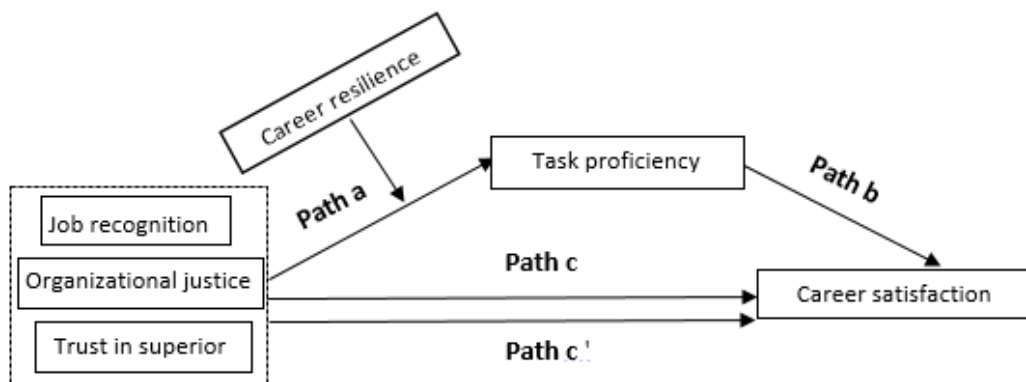


Figure 2 The model involves testing for the indirect effect of X (Job recognition, organizational justice, trust in superior) on Y (Career satisfaction) through the proposed mediator (Task proficiency), with the indirect effect being moderated by W. In this model, there is first-stage moderation as W is moderating Path a.

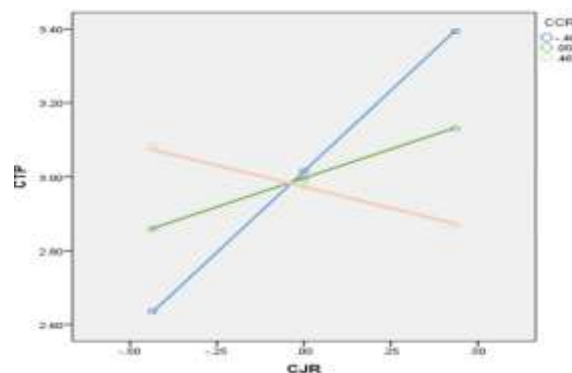
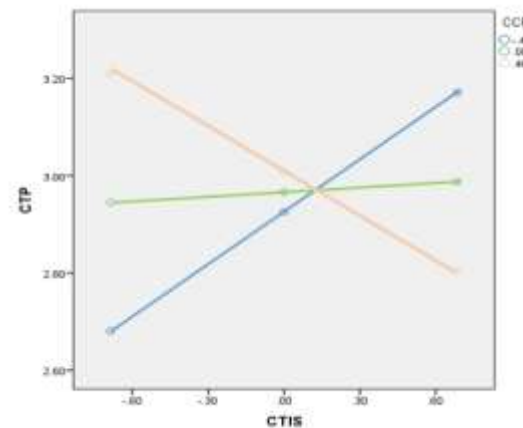
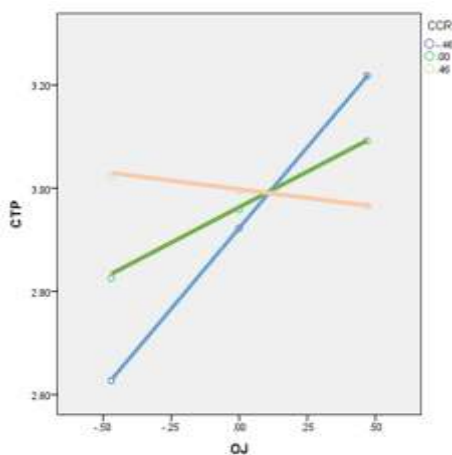
Table 5.2

Hypothesis	Beta co-efficient	t-values	p-values
OJ→TP	0.2842	2.943	0.005
CR→TP	0.0781	0.908	0.364
Int_1 (OJ*CR) →TP	0.745	-4.49	0.000
JR→TP	0.3116	3.191	0.001
Cont.			
CR→TP	-0.043	-0.569	0.569

Int_1 (JR*CR) →TP	-1.198	-7.159	0.000
TIS →TP	0.031	0.472	0.637
CR→TP	0.087	0.539	0.350
Int_1 (TIS*CR) →TP	-0.702	5.03	0.000

OJ has a significant impact on TP ($b=0.2842$, $t=2.9433$, $p=0.005$). CR has a non-significant impact on TP ($b=0.0781$, $t=0.9080$, $p=0.3648$). Int_1 (OJ*CR) has a significant impact on TP ($b=0.745$, $t=-4.49$, $p=0.000$). The second antecedent is: Job recognition - JR has a significant impact on TP ($b=0.3116$, $t=3.191$, $p=0.001$). Whereas CR has a non-significant impact on TP ($b=-0.043$, $t=-0.569$, $p=0.569$). The interactional term, Int_1 (JR*CR) has a significant impact on TP ($b=-1.198$, $t=-7.159$, $p=0.000$). The third antecedent, Trust in superior, TIS, has a non-significant impact on TP ($b=0.031$, $t=0.472$, $p=0.637$). CR has a non-significant impact on TP ($b=0.0875$, $t=.5395$, $p=0.3502$). The interactional term, Int_1 (TIS*CR) has a significant impact on TP ($b=-0.702$, $t=-5.03$, $p=0.000$).

5.2. Visualizing Effect:



The blue line represents low career resilience, green line represents average or mean level of career resilience, while, and tea pink represents higher career resilience. The impact of Organizational justice on task proficiency at low, average, and higher level is as stated. The graph shows a very steeper, a little steeper, not steeper gradient respectively. The impact of Organizational justice on Task proficiency is much stronger at low and average career resilience as compared to tea pink line. However, at higher career resilience, the line tends to not so steep, this shows that, at higher career resilience, the increase in organizational justice does not lead to similar change in Task proficiency, although it is insignificant at level three.

The blue line represents low career resilience, green line represents average or mean level of career resilience, while, and tea pink represents higher career resilience. The impact of Trust in superior on task proficiency at low, average, and higher level is as stated. The graph shows a little steeper, not steeper, steep gradient respectively. The impact of Trust in superior on Task proficiency is much stronger at low and average career resilience as compared to tea pink line.

The blue line represents low career resilience, green line represents average or mean level of career resilience, while, and tea pink represents higher career resilience. The impact of Job recognition on task proficiency at low, average, and higher level is as stated. The graph shows a steeper, a little steeper, not so steep gradient respectively. The impact of Job recognition on Task proficiency is much stronger at low and average career resilience as compared to tea pink line.

6 Discussions

This study aims to fill the gap by examining the antecedents and outcomes of career satisfaction within a single inclusive model. This is shown in Figures 1 and 2. The consequent variables include: career satisfaction, while career resilience and task proficiency become a focal part of the study and that acting as a moderator and mediators. The backup theory that works within the accepted model is the emergent theory on sustainable human resource management (Aust et al., 2020). This theory creates linkages between career satisfactions with social responsibility within an organization. (Carroll, 2021; Lee & Szkudlarek, 2021). With the help of cross cross-sectional research design with a sample size of 250 respondents working in public sector hospitals in Pakistan at the nursing level. The research findings are explained as follows.

It is confirmed that a positive relationship does exist between job recognition and career satisfaction. The study findings give confirmation that government employees (i.e., Nurses) considered the presence of (i.e., Recognition) as a fundamental motivating aspect to work for and be part of the public sector. Subsequently, the organizations focusing on advanced levels of HRM sustainability programs and practices would agree to help their employees gain career satisfaction. This validation can be seen in the previous work of the authors. (Crawshaw et al., 2012; Huang et al., 2017; Kraimer et al., 2011; Nouri & Parker, 2013; Spurk, 2021; Spurk et al., 2019).

The second antecedent that includes trust in a superior envisaged a positive relationship with career satisfaction. Therefore, within organizational management, the element of trust has an increased impact on career satisfaction. The relationship between individuals and superiors builds a positive edge, and it helps in building employee trust in superiors regarding career achievements. In short, with superior trust, a relationship linkage would develop that may include: respect, sincerity, and compliance within the Pakistani public sector. Therefore, this validation can be seen by previous work of authors (Chong & Law, 2016; Goris et al., 2003; Gould-Williams, 2003; Hu et al., 2021). According to Gould-Williams (2003), a positive relationship does exist between superior trust and consequent factors of the job. Therefore, more sustainable human resource elements can be explored through trust in organizational management.

A relationship has been established between job recognition and career satisfaction, while the relation is positive in which we can easily build a stance that an increase in job recognition would increase in career satisfaction of nurses. Before proceeding further, organizational social responsibility must be considered, for instance, recognition (i.e., Job) imitates OSR, which, in result, motivates employees to achieve their career aims. Therefore, career aims are backed by employee recognition in the job. The current study's findings illustrate that recognition (i.e., Job) impacts career satisfaction in Pakistani nurses within the public sector. A positive relationship would be attained between the factors mentioned above, as validation can be seen in the previous work of the authors. (Tsai, 2018; Mohd-Iskandar and Mohd-sanusi, 2007).

The results also indicate that a positive and significant relation does exist between organizational justice and career satisfaction. Justice may include fairness at the workplace; whereas, in the case of procedural/distributive, more the fairness level, the more the employee will be satisfied with his/her job. The current result of the study is also in collaboration with previous findings with respect to justice and outcome of employee (Diehl et al., 2018; Ngo & Li, 2015; Zapata et al., 2009). Therefore, we have given a suggestion that career satisfaction and justice are positively related, and are highly important for the progression of more sustainable human resource management.

Career satisfaction is connected with the success of employees while achieving career goals in an organization. It shows a level of satisfaction as well, which means the employees are willing to take on more challenges with more responsibilities in an organization. Our findings suggest that whenever individual employees are satisfied respecting their career, they are more inclined towards taking high-level responsibilities, trials, projects, and roles within government departments or sectors. Multiple studies are in collaboration with the respected findings. (Farmer & Chung, 1995; Fisher et al., 2011).

6.1 Conclusion

The current study talks about the antecedents as well as the outcome variables of satisfaction (i.e., Career). Implications of current research are developing a research body on HRM sustainability, and the focus is on the social responsibility internally.

Interrelations as well as frontiers among the thoughts are in evolution. The important preceding circumstances of career satisfaction included in the present study are: job recognition, trust in the superior and organizational justice, with moderated mediation of career resilience and task proficiency, respectively. We have utilized cross-sectional data of a sample size (250) to test our hypothesis. The study presents a positive relationship among study variables, while in the case of the moderated mediation of Hayes, Organizational justice has a significant impact on task proficiency. Career resilience has a non-significant impact on task proficiency, whereas, interactional term has a significant influence on task proficiency. The job recognition has a substantial impact on task proficiency of nurses, while the non-significant influence on task proficiency, whereas, interactional term has a significant influence on task proficiency. The last, but not least, trust in a superior would not influence task proficiency, as the career resilience on task proficiency, whereas the interactional term has an influence on task proficiency.

The study outlines the findings as follows. With respect to preceding variables, satisfaction as a career is highly interrelated to trust in superior, job recognition and organizational justice. Therefore, Human resource management departments must be keen while developing these aforementioned aspects of career satisfaction so as to enhance career satisfaction in the public sector institutions and departments. Additionally, public sector figures must align programs that would give a clear path in the direction of opportunities and elevations. Finally, with respect to the consequences, e.g., Satisfaction (Career), public sector hospitals should focus on the antecedents and other enhancing factors to boost the satisfaction of their nurse staff.

6.2 Theoretical implications

Human resource management theory on sustainability is still evolving. (Aust et al., 2020). Therefore, a key emphasis is on social responsibility, which is considered an important element in the shift to more sustainable human resource management. Whereas HRM sustainability and career satisfaction are the perspectives that would entail the long-term sector perspective. The exploration with respect to conceptualization is still lacking. The study contributed towards both the sustainability of HRM while focusing on internal social responsibility, in addition to career satisfaction within public sector hospitals, by adding two factors which we called moderation and mediation, while the rest of the antecedes are generalized within the Pakistani context. All these combined factors would help in designing more socially responsible and sustainable human resource management in public sector hospitals, with the focus on satisfaction of career satisfaction. In order to thrust career satisfaction frontward, it is significant that there is an inclination towards a positive relationship

between job recognition and career satisfaction, trust in superior and career satisfaction, organizational justice and career satisfaction; job recognition and task proficiency, trust in superior and task proficiency, organizational justice and task proficiency; job recognition and career resilience, trust in superior and career resilience, organizational justice and career resilience.

It also has theoretical contributions with respect to examining career satisfaction and its antecedents and consequences with moderated mediation in a more inclusive way as compared to previous research. As far as our knowledge is concerned, there is a lack of previous literature that would inspect these factors – preceding, moderated, and mediated factors within public sector hospitals. The findings of the present study also enhance the generalizability of the prior research, as the study involves a convenient technique from public sector hospitals in Pakistan (Rawalpindi and Islamabad premises). As a matter of fact, public sector hospitals are more centralized and identical with respect to workplace ethics as compared to private sector hospitals. Therefore, it is possible to generalize the findings of the present study to the broader public sector hospitals and their population. The study is cross-sectional, while longitudinal studies can play a versatile role in this regard. There is still an absence of empirical studies in the current area by using a large sample size to test theory-driven hypotheses.

6.3 Practical implications

With respect to practical implications, the study focuses on six variables with findings that can be helpful for sectors that are focusing on the advancement of human resource management sustainability, with a specific consideration of satisfaction and internal social responsibility. We focus on the most important fact that public sector hospitals require to begin a career development program while disseminating information to the nurses in order to pave the future paths for them. (Bagdadli & Gianecchini, 2019; Baruch & Peiperl, 2000).

Moreover, good relationship building is important between superiors and subordinates, which must be under consideration. Incentive programs and fairness towards staff demonstrate performance appraisal and rewards, improve morale, which would lead to better improvement in career satisfaction. To be rightly sustainable, organizations must focus on, listen to, and act upon the career satisfaction of their employees (nurses). By focusing on more responsible employees, sectors should focus on more valued and improved goodness, impacting the organization's responsibility internally, and, subsequently, the human resource sustainability.

6.4 Limitations and future research

The limitations of the study include: first, that; convenient sampling technique has been adopted, as limited by time and convenient to reach the target audience; the future of the study may be addressed by adopting some other technique. Second, we were limited to the questionnaire that had been adapted. The future research may focus on the development of novel and basic instruments. More variables can be under consideration by taking the present study's framework. The sustainable Human resource management, internal social

responsibility, and satisfaction (career) are still evolving factors. The horizons and linkages among the concepts are also in a remaining position that must be further developed

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Table 1.Construct definition

Construct	Definition	Source
Trust in superior	It is an employee credence about their supervisors/bosses' honesty, constructiveness and unprejudiced approach of performance valuable feedback, in addition to that action would be valuable towards subservient career.	(Siebert et al., 2016).
Job recognition	It is a perception of an employee about the level of organization's recognition; also rewards of an employee performance	
Organizational justice	It is defined as the personal conduct of an employee regarding ethical and moral evaluation within managerial manner surrounding workplace aspects.	(Cropanzano et al., 2007)
Task proficiency	It is considered as an individual resource that would be able to achieve resource gains/achievements.	(Hobfoll, 2001)
Career satisfaction	Career satisfaction is a concept that is related to management long termism	(Bansal et al., 2021)
Career resilience	It is the coping ability of an individual to overcome everyday stress of working life	(Holaday and McPhearson)