

Role of Career Traumas and Career Resources on Sustainable Organization Performances of the Service Sector of Pakistan

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A long-term employability or sustainable career spans multiple life domains and is a long-term, individual-level phenomenon, supported by employers through career development and work-life balance, leading to increased business performance. Long term employment maintains economic, environmental, and social performance, achieved through career development programs that foster employees' career growth and success. Theories such as Career Construction, Conservation Resource, and Social Exchange underpin this concept, highlighting the interconnectedness of career competencies, resources, and social exchanges in achieving sustainable careers and long-term employability, ultimately benefiting both employees and organizations. The results of this study have important consequences for professionals working in human resource development, career counselors, and educational institutions that offer higher education. For instance, educational institutions of higher learning could make use of the findings of this study to assist employees in making a smooth transition moving from contract to the long term sustainable organizational performance.

1. Introduction

Work experiences that span a person's lifetime and connect many lifespans, such as effort, societal, and domestic, make up a long-term employability. Careers have always been and will continue to be essentially and the phenomenon at the individual level, based on the findings of research that primarily focuses on the actions that individuals can take to achieve successful and long term employability (Blokker et al., 2019a). On the other hand, employers play a vital role in the long-term viability of people's careers because they give a variety of job capabilities, possibilities for advancement, and assistance for maintaining a healthy work-life balance (Tamontseva & Akkermans, 2024). Long term employability concept is shared relationship between employees and employers for emerging worker professions and increased business performance. (Beatrice Van der Heijden, 2019)

To be employable, one must possess a set professional skill, knowledge, and understanding, in addition to personal characteristics. for the purpose of increasing the likelihood of a person selecting and securing employment in which they can be employed. prosperous and content with one's life (Sriyanta hadi, 2021). The idea of Long-Term Employability firms is tasked with creating the most effective plan to guarantee that their manufacturing operations come across sustainability criteria, while also being aware of the harmful effects on the environment and society. On the other hand, all present and future stakeholders are interested in sustainable business practices because they help to ensure ensuring the long-term viability of the company and the health of its employees, in addition to the economic, ecological, and social structures that it helps to maintain (Yudi Fernandoa, 2019). It is widely acknowledged that social exchange theory is one of the most prominent conceptual models for comprehending behavior in the workplace. Its venerable origins may be traced back to at least the linking such disciplines as anthropology, social psychology and sociology. Despite the fact that several perspectives on social exchange have surfaced, theorists are in agreement that social exchange is comprised of a sequence of encounters that result in the formation of responsibilities (Almaaitah, 2017)). A social exchange is a procedure of negotiated exchanges between parties, in which both parties share responsibility for one another and are strongly dependent on one another for the survival of the organization. This is how the idea explains social exchange.

Organizations use their career development programs as a creative solution to tackle the issues of attracting, retaining and motivating their people, according to the sustainability idea. On the other hand, organizations can meet these tasks assisting workers in the development of their own careers, as well as enhancing their professional accomplishments and the overall success of the company (Richard Wickramaratne, 2020). Career Construction theory which was proposed by Savicks (2002,2005) is proposed as overarching theory. The purpose of this study is to evaluate the impact that career competences have on achieving career success, and consequently, the perceived employability of young professionals by those professionals. Progress in one's career.

According to the theory career construction is an action-oriented process in which people construct a career and design their life at organizational level (Rowena Blokker J. A., 2019). According to the conservation of resources (COR) theory which starts with the premise that people try to get, keep, foster, and defend the things they value most. Conservation of resource theory is predicated on the idea that cognitions have an evolutionary-based built-in and substantial bias toward resource loss and growth in overweight and underweight people (Stevan E. Hobfoll, 2018).

Career Competencies, Career Success, career development culture and career support by senior management are the construct of career construction theory. This indicates that when big career events occur in one area, the argentic career competency, career success. There may be differences between the culture of career development and the methods of career support provided by senior management. Career trauma; To put it another way, are expected to act as mediators of the indirect link between professional resources and long-term career outcomes (Akkermans, Blokker, et al., 2021). Career trauma has been shown in recent research to alter the career path of young professionals. Durable over time (e.g., it takes time to regain one's work abilities after being stressed). There are three theories in this study Career construction theory, Conservation resource theory and social exchange theory.

According to the career competencies hypothesis, durable business advantages are influenced by a variety of factors, including work behaviors (such as idiosyncratic deals), competencies (such as career adaptability), and contextual factors (such as culture and perceptions of support by supervisor). Additional studies could further investigate if career advancement culture and senior management career support generate other behavioral effects and alter the positive and negative effects of career trauma. This is in accordance with the extended model of social cognitive career theory that was proposed by Lent and Brown (2006).

Consequently, the purpose of this study was to (a) Assessing Long term employability with the help of career constructs and resources at organizational level (b) investigate the role of career competencies, career success, career support culture, career support by senior management which is associated with career constructs and resources (c) investigate the mediating influences of career traumas which have been associated with various behavioral outcomes at organizational level. This study used career construction theory and career resources theory as the theoretical framework to examine the role of individual careers and their constructs in the sustainable business performance.

So the basic goal of this research is to ascertain how senior management's support for career growth, career success, and career competences will impact long-term Long term employability. Through mechanisms at the individual level, such as career trauma, it will also determine whether professional competencies, career success, career development culture, and career assistance from senior management will improve long-term employability. Therefore, the main objective of this research is to examine the role of social exchange theory and career construction in the long-term sustainable organizational performance of the individual.

- To investigate how career competency significantly affects long-term sustainable organizational performance

- To investigate how professional success significantly affects long-term Long term sustainable organizational performance.
- To investigate the significant impact that senior management's career assistance has on long-term Long term sustainable organizational performance.
- To investigate how the culture of career development significantly affects long-term sustainable organizational performance
- To look into how professional traumas, affect career capabilities, career success, and long-term Long term sustainable organizational performance.

On the basis of research objectives, the main research question of this research is to examine How the practices of career competency, career success and career development culture and career support by senior management positively or negatively influenced on Long term employability with the mediation of effect of career trauma.

- How does career competency significantly affect long-term sustainable organizational performance?
- How does professional success significantly affect long-term Long term sustainable organizational performance?
- How do we investigate the significant impact that senior management's career assistance has on long-term Long term sustainable organizational performance?
- How do we investigate how the culture of career development significantly affects long-term sustainable organizational performance?
- How does professional traumas, affect career capabilities, career success, and long-term Long term sustainable organizational performance?

2. Literature Review

Based on three major fields—economics, psychology, and sociology—the social exchange theory argues that subjective cost-benefit analysis is used to build all human connections (“Social Exchange,” 2017). According to the theory, social exchange is a process of negotiated interactions between parties in which both parties are highly dependent on one another and hold responsibility for one another. In addition, the relationships and exchanges between the parties are often seen as mutually dependent on each other's behavior (Adamson, 2004). Emerson, (1976) was a psychologist who studied social exchange theory. He was interested in how people behaved with others and suggested that social conduct, which includes leadership, fairness, authority, conformity, and status, is essential to comprehending the theory (Almaaitah, 2017)

The underlying theory in our study is career building theory. The theory of career formation was put forth by (Savickas & Porfeli, 2012). To find out how career competencies affect career success and, consequently, young professionals' perceptions of their sustainable organizational performance Career construction theory defines career development as an action-oriented process where individuals shape their lives and build a career (Chang et al., 2023). According to the theory, people actively use professional resources to handle contextual possibilities and constraints as well

as to satisfy the needs of dynamic work environments. This idea holds that “successful career growth is a continuous process of adaptation that results from person-environment integration (also known as career adaptability), and the context in which it takes place establishes the boundaries that influence how people build their careers” (Tamontseva & Akkermans, 2024). A lot of companies are working to change their emphasis from the traditional single objective of financial performance to strategic performance, which encompasses sustainability in the social and environmental spheres. Two criteria ought to be given top priority when defining Long term sustainable organizational performance. One is that the ability of a business to turn a profit in order to ensure its long-term survival is known as Long term sustainable organizational performance (Arshad et al., 2023). The second is that the ability of a company to create goods or services using technologies or processes that do not negatively impact the environment or the general health of society is correlated with Long term sustainable organizational performance (Yudi Fernandoa, 2019)

Firms' long-term success is dependent on providing continued value to their stakeholders while adhering to environmental regulations. Sustainability should be considered in order to make corporate processes more efficient. Developing an innovative and constructive company culture is an important aspect of the sustainable transition process (Adnan Ahmed Sheikh, 2018). Since 1970, One of the main areas of applied psychology and management research has been career success. One of the topics that interests and motivates managers and staff is career achievement, which is also growing more and more significant in the modern workplace. The career thesis influences hidden descriptions, ideas, linkages, and suppositions about job success. Career success is determined by a person's ability to succeed in their chosen field (Blokker et al., 2019b).

It was quite usual in the previous year for career researchers to focus on objective career success (outside perspective), which includes the number of roles held, raises, and pay increases. In recent years, career scholars have focused more on subjective career success, as seen by the growing prominence of work fulfillment (Maria, 2020). There are two types of significance for career success. The first are interpersonal outcomes that can be approved by people other than oneself, such as pay, advancement, and social standing. The second category is intrapersonal outcomes, which are determined by the individual and include self-improvement, inventiveness, and personal organization or command of Labour (George & Benson, 2019).

In occupational and association career research, recognizing markers of career success and developing the actual notion is gaining importance (Chang et al., 2023). Career success is a complete paradigm in which researchers have found that the idea must be considered from both intrinsic and extrinsic perspectives. Extrinsic career success has been viewed as a goal and distantly evident models, whereas intrinsic success has been interpreted as abstract sensations of satisfaction and fulfillment with one's profession (Itziar, 2019).

Both objective and subjective factors had a role in career success. Individuals' responses to their work experience are referred to as subjective career success, which is sometimes operationalized as occupation fulfillment. The more straightforwardly definite fulfillments in an

objective career success survey, the more straightforwardly certain fulfillments in an objective career success survey, Job compensation, for example, and other markers of professional movement (e.g., work level and progression rates) are examples (Han et al., 2019).

Senior management support is an essential component of any comprehensive and integrated career development strategy. Career development is widely recognized as a tool for strategic control and advancement in the workplace. Therefore, whether companies meet their goals and individuals fulfill their own aspirations is greatly influenced by career development and management. Thus, a strategy that incorporates a thorough framework for recruiting, training, and keeping personnel in line with corporate objectives must be created in order to manage careers efficiently (Khan et al., 2022). Therefore, the active support of senior management is essential for a comprehensive and long-term process of sustainable organizational performance development (Richard, 2020) Career skills that may be evaluated, typically in comparison to a stable of people, and that can forecast greater success include strategic orientation, business knowledge, technical competence, and teamwork. Career competencies are a type of professional skill that employees possess as a result of supervisor assistance in terms of motivation and positive direction in the workplace. Career competences are becoming increasingly vital in today's workplace, which is also becoming more dynamic. Career competencies Divided into Three types Knowing-whom, Knowing-how, and Knowing why (Suharnomo, 2018). According to Akkermans Career competencies is Individuals' knowledge, skills, and abilities to establish a career are referred to as career competences. It indicates that career competencies are becoming increasingly crucial and have become a requirement for navigating the job market. Career competencies are defined as valuable skills for all employees, which may be used to further their careers regardless of their job title. (Suharnomo ,2018)

Career success has been a major research issue in applied psychology and management. Career success is one of those issues that fascinates and rewards employees and managers, and it is becoming increasingly important in today's workplace. Career success is determined by a person's ability to succeed in their chosen field. Career development culture is positive relation in an organization which can help to address the issues such as, competitiveness, equal opportunity, productivity and affirmative action, management selection, manpower forecasting and succession planning and the development technology change. Career support by senior management is very comprehensive and integrated career development systems. A career trauma is characterized as a distinct and significant occurrence that is triggered by variables beyond the focus individual's control, at least to some extent, and that causes debate about potential career moves. (Chatterjee, 2020).

Hypothesis and Conceptual Model

We use career competency, career success, and career development culture, career support by senior management as independent variables, sustainable career achievements or Long term employability as dependent variables, and career trauma as a mediator.

H1: Career Competency positively associated with Sustainable business performance

H2: Career Success positively associated with long term Employability

H3: Career development culture positively associated with sustainable business performance.

H4: Career support by senior management positively associated with long term Employability.

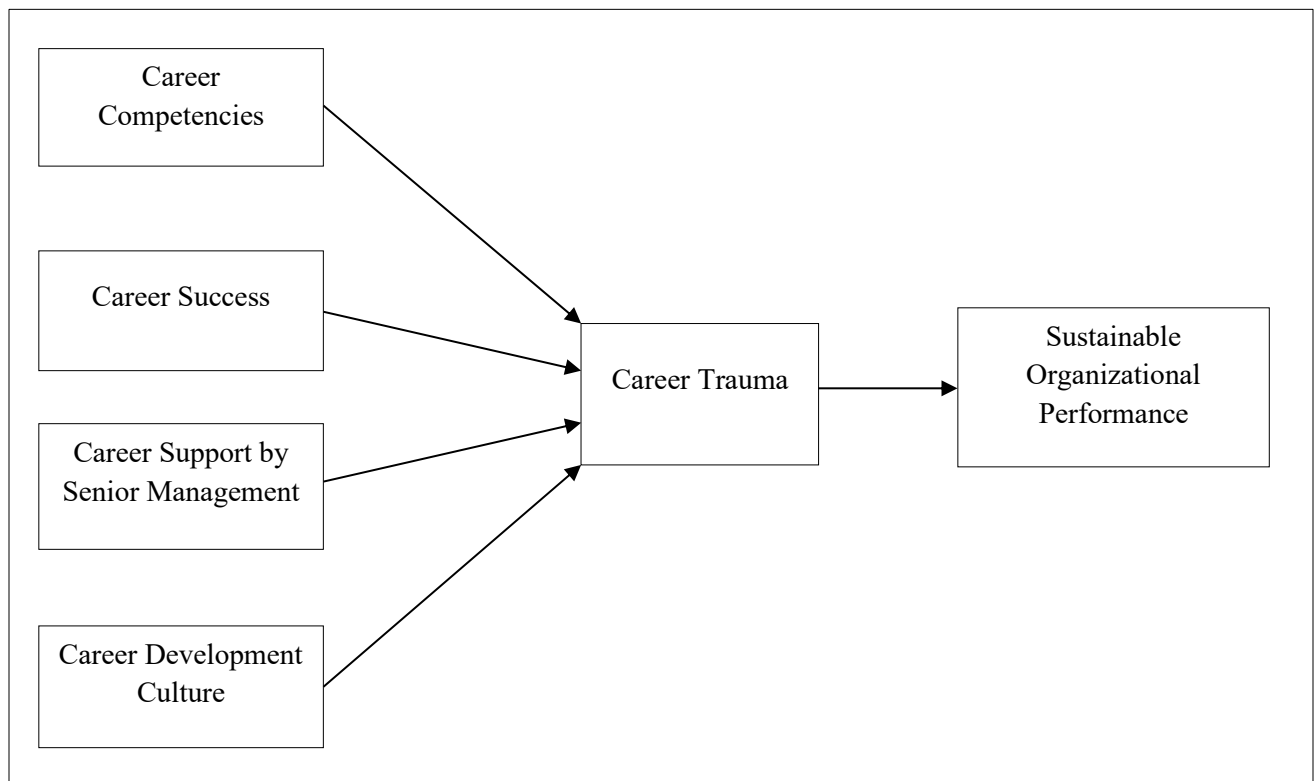
H5a: Career trauma mediate the relationship between career competencies, and long term Employability.

H5b: Career trauma mediate the relationship between career success, and long term Employability.

H5c: Career trauma mediate the relationship between career support by senior management and long term Employability.

H5d: Career trauma mediate the relationship between career development and long term Employability.

Figure No 1: Conceptual Model



3. Research Methodology

According to the sample and sampling procedure which is explain in below. Data of the study is gathered through self-administered questionnaire so, the study nature is quantitative. This is an explanatory study because this research study is explained the relationship between different variables. The data will be collected from the educational sector. The measurement scale of the variables is followings. 21 items of the career competencies scale developed by (Akkermans, et al., 2013). 12 items scale developed by (Seibert, Kraimer, Holtom, & Pierotti, 2013). 4 items scale developed by (Seibert et al., 2013). 17 items scale developed by (Iranmanesh, Zailani, Hyun, Ali, & Kim, 2019). 6 items scale developed by (Richard Wickramaratne, 2020). 19 items scale developed by (Richard Wickramaratne, 2020).

4. Data Analysis

In this study, researchers surveyed important Pakistani service sectors firm respondents in March to May 2025. Pakistan is a developing nation the importance of career development, which is growing for both individuals and businesses (Ahmad Tipu et al., 2012). Economic and technical advancements have led to more uncertain careers due to shifting work possibilities and labor shifts. Permanent employability and career success with one employer, ideally throughout a person's career, is no longer the norm (Al-Emran & Griffy-Brown, 2023). Due to globalization, unemployment rate and the planned China-Pakistan Economic Corridor (CPEC), Pakistani enterprises are under pressure to adopt international standards for long term employment and career success of individual (Arshad et al., 2023). Pakistani service industry is perfect for researching career competencies (career resources) methods that can lead to career success and employment of individuals. We can also address the academics' concern that career competencies and employability research is biased toward industrialized countries by studying our occurrence in an underdeveloped country. Khan et al. (2022) argued that emerging and developed country marketplaces are different and it is impossible to predict how a phenomenon would play out in both. Ahmad Tipu et al., (2012) noted that developing nation markets are turbulent, institutionally unstable, and micro-economically volatile compared to developed countries.

Research has shown that poor countries have data gathering issues (Klein et al., 1994) Pakistan is no exception. This is mostly because there is no frame from which to draw samples. Less than 0.1% of organizations are on the country's stock exchange. On many chambers of commerce and industry association websites, organization contact information is missing or incomplete. To draw an adequate sample, we had to find groups willing to engage in our two-month data collection endeavor. Teaching and non-teaching faculty and admin officers were suitable study participants. Teaching and non-teaching faculties from consenting organizations received a questionnaire and a cover letter explaining the value of this research. Inquiries questionnaire were answered by 298 employees. The description is in Table 1. The description analysis shows a higher proportion of female respondents (73.2%), which is consistent with increasing female enrollment in Pakistani higher education. The majority of respondents (58.1%) fall within the traditional undergraduate age range of 30-40 years. The distribution between public

(53.4%) and private (46.6%) institutions provides balanced representation of the Pakistani higher education sector.

Table No 1: Respondents Description

		Frequency	Percentage
<u>Gender</u>	Male	80	26.8
	Female	218	73.2
<u>Education</u>	Matric	173	58.1
	Inter	100	33.6
	Bachler	18	6.0
	Master	3	1.0
	PHD	4	1.3
<u>Age</u>	Under 30	190	63.8
	31-35	70	23.5
	36-40	38	12.8

Table No 2: Statistics

	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Career Competencies	1.00	5.00	3.6672	.67219	-.604	.818
Career Success	1.00	5.00	3.7273	.78127	-.632	.286
Career Traumas	1.00	5.00	3.6619	.74394	-.506	.409
Career Culture	1.67	5.00	3.6577	.73951	-.538	.116
Career Support	1.00	5.00	3.6320	.82147	-.617	.447
Sustainable organizational performance	1.80	5.00	3.8832	.68425	-.356	-.005

In the table 2, The mean values indicate that students generally perceive moderate to high levels of service quality, satisfaction, trust, and positive university culture. Service quality received the highest mean rating ($M = 3.69$), followed by trust ($M = 3.65$), student satisfaction ($M = 3.63$), and university culture ($M = 3.58$). The standard deviations suggest reasonable variability in responses, indicating diverse perceptions among students. These findings highlight areas of strength (faculty expertise and teaching quality) and areas for improvement (support services and administrative transparency) in Pakistani higher education institutions.

4.1 Common Method Bias

Because measurement procedures are similar, common method bias (CMB) affects estimate reliability and validity and inaccurately estimates the measurement model (Conway & Lance, 2010). The same respondents provided independent and dependent variable data for this investigation. Sustainable organizational performance (dependent variable) and other five variables were measured concurrently, suggesting CMB. To improve problem management, we preemptively addressed CMB (Podsakoff et al., 2003). We also used different Likert scales for variables such strongly disagree–strongly agree and extremely low–very high (Conway & Lance, 2010; Podsakoff et al., 2003). Harman's single factor test Akkermans et al., (2021) was used for post-hoc CMB detection. Four factors were recovered from the answer, with the first explaining less than 50% of variation. Next, we loaded all model variables on one factor in confirmatory factor analysis. Compared to the hypothesized model, the results were considerably poor ($\chi^2 = +3.54$, $CFI = .91$, $RMSEA = .078$). This evidence convinced us that CMB was not a big worry in this investigation.

4.2 Findings

IBM SPSS AMOS. A strong match ($\chi^2 = 2.98$, $p < 0.01$, $SRMR = .678$, $CFI = .91$, and $RMSEA = .078$) was utilized to verify construct validity (Fornell & Larcker, 1981).

Table No 3: Correlation and AVE

No	Variables Name	1	2	3	4	5	6
1	Career Competencies	.756					
2	Career Success	.723**	.678				
3	Career Traumas	.734**	.780**	.756			
4	Career Culture	.668**	.687**	.788**	.654		
5	Career Support	.624**	.647**	.708**	.823**	.694	
6	Sustainable organizational performance	.454**	.500**	.548**	.669**	.704**	.714

** , Correlation is significant at 0.01

AVE Values shows in Bold and italic.

Average variance extracted (AVE) values above 0.5 indicated convergence. AVEs were 0.5 or higher for all constructs. Sustainable organizational performance had CRs above 0.70. Thus, high AVEs, CRs, and item loadings supported convergent validity. Table 3 shows correlation analysis, AVEs, and CR. Compare bivariate correlations with the square root of AVE to prove discriminant validity (Fornell & Larcker, 1981). The square root of AVE was larger in each case, indicating discriminant validity. Table 3 also shows the diagonal square root of AVE and bivariate correlations for all constructs. We assessed construct dependability using composite reliability. Each reliability coefficient was more than 0.7 (Ulaankhuu & Nyandag, 2024), showing sufficient reliability. Last, we examined multi-collinearity using independent variable variance inflation factors. Hair et al., (2014) found no multi-collinearity because all variance inflation factors were below 2.

We then tested the measurement model using regression method. Regression method analyses create relationships in behavioral sciences (Dadeliene et al., 2020). Table 4 show regression analysis results. Our findings supported the expected model. The regression model explains 71.7% of the variance in student satisfaction ($R^2 = 0.717$), indicating substantial predictive power. The model is statistically significant ($F = 248.33$, $p < 0.001$), confirming that the predictor variables collectively explain a significant portion of satisfaction variance.

Table No 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.747	.744	.37642

.Note: Predictors: (Constant), CAREER_SUPP, CAREER_COMP, CAREER_SUCC, CAREER_CULT

Table No 5: Direct and Indirect Effects

	Standardize Beta (β)	p-value
Direct effect		
Career competencies →long term sustainable organizational performance	0.206	<0.001
Career Success →long term sustainable organizational performance	0.341	<0.001
Career development Culture →long term sustainable organizational performance	0.373	<0.05
Career support by senior management → long term sustainable organizational performance	0.052	<0.01
Indirect effect		
Career competencies →Career Traumas→long term sustainable organizational performance	0.9237	<0.001
Career Success →Career Traumas→long term sustainable organizational performance	0.6422	<0.01
Career development Culture →Career Traumas→long term sustainable organizational performance	0.2815	<0.001
Career support by senior management → Career Traumas→long term sustainable organizational performance	0.7612	<0.01

Career competencies improved long term sustainable organizational performance level of employees, according to the first hypothesis. Results indicate a substantial connection ($\beta = 0.206$, $p < 0.01$), supporting H1. We predicted that career success would improve long term sustainable organizational performance in H2. This association was substantial ($\beta = 0.341$, $p < 0.05$), supporting H2. Next, we examined career development culture and long term sustainable organizational performance (H3). Model results support this relationship ($\beta = 0.373$, $p < 0.05$). career support by senior management improved long term sustainable organizational performance level of employees, according to the forth hypothesis. Results indicate a substantial connection ($\beta = 0.052$, $p < 0.01$), supporting H4.

There was an evidence that career traumas mediate the connection between career success and long term sustainable organizational performance ($\beta = 0.6422$, $p > 0.05$). So H5b was supported. According to H5c, career traumas mediates career development culture and long term sustainable organizational performance. Results indicate a significant connection ($\beta = 0.2815$, $p < 0.029$, lower confidence limit = 0.013, higher confidence limit = 0.248). career traumas mediate the relationship between career support by senior management improved long term sustainable organizational performance according to H5d. This significant connection ($\beta = 0.7612$, $p < 0.01$, lower confidence limit = 0.015, higher confidence limit = 0.161, $p < 0.01$) supports H5d. The analysis reveals partial mediation. This indicates that career traumas influences long term sustainable organizational performance of employees both directly and indirectly.

4.3 Discussion

This study investigates the relationship between career competencies, career success, career support by senior management, career development culture and their perceived sustainable organizational performance through career traumas. We found evidence supporting the direct and indirect model hypothesis. As expected, career traumas mediated the perceived sustainable organizational performance link. Self-directed employees tend to acquire more career resources, leading to better employment chances in the organization (Akkermans, et al., 2021). Contrary to predictions, career development culture also impacts the indirect association between career resources and perceived sustainable organizational performance (Rubino et al., 2020). This relationship was strengthened by support and management (Blokke et al., 2019a). This study aimed to examine how career competences impact early career performance and perceived sustainable organizational performance among young professionals. Career Construction Theory (Savickas & Porfeli, 2012) was used to investigate the impact of career competences on young professionals' performance and sustainable organizational performance, and how career shocks mitigate these associations (Akkermans et al., 2021). We confirmed part of the mediation model hypothesis. High career competences predicted increased internal and external sustainable organizational performance for young professionals, which was somewhat affected by subjective career success (career satisfaction). The study found that negative career shocks weakened the link between career abilities and perceived external sustainable organizational performance, while positive career shocks strengthened it (Blokke et al., 2019a; Tamontseva & Akkermans, 2024).

These findings demonstrate that young professionals' career design process involves balancing career resource development and contextual elements, supporting CCT. We examine the theoretical and practical ramifications of the findings below.

5. Conclusion

In the current study, the research on the transition from contract to long term employability has been expanded, and an analysis of the impact that varied cultural orientations of educational employees play in the relationship between career competencies, career success and perceived employability through career traumas has been conducted. There was a correlation between a high culture orientation among educational employees and a protean career orientation, which resulted in improved career competences and a higher perception of employability. There was a positive correlation between those with a higher culture attitude, resources and management support among employees and their job competencies. When taken as a whole, these findings demonstrate that it is essential to take into account the cultural and professional orientations of employees in order to improve the long term employability of these students and to boost their chances of being successful in their careers.

5.1 Theoretical Implications

Results indicate a positive correlation between career competencies and long term sustainable organizational performance (Cortellazzo et al., 2020). However, we applied this information to employees and skilled workers and permanent employees. Our study aimed to investigate the transition from long term employment for non-standard populations (Akkermans, Blokker, et al., 2021). We found that career traumas mediated the career competencies and long term sustainable organizational performance link. The COR theory ("Building a Sustainable Career," 2023) suggests that self-directed employees are more likely to gain career resources and perceive better employment chances in the Pakistan. Sustainable organizational performance is a key indication of early career success (Akkermans et al., 2018). Our findings highlight the significance of long term sustainable organizational performance for employees. This study also sheds light on how career traumas affect sustainable organizational performance. Both positive and negative career traumas attenuated the association between professional competences and sustainable organizational performance (Blokker et al., 2019a). How employee's professionals interpret career shocks, especially negative ones, may relate to their attention to external labor market opportunities. Positive career traumas can increase self-confidence and enhance perceptions of external chances (Brzykcy et al., 2019). According to (Tamontseva & Akkermans, 2024), the relationship between career competences and sustainable organizational performance may be predominantly shaped by human agency and less responsive to contextual influences like career traumas. Studies on perceived sustainable organizational performance must evaluate the situation of the labor market in which the worker participates. In a weak labor market, young professionals may see their sustainable organizational performance as low, despite their career qualifications and achievements. Our findings are particularly relevant to nations with labor market characteristics like the Pakistan and India (Awan et al., 2025).

5.2 Practical Implications

The results of this study have important repercussions for professionals working in human resource development, career counselors, and educational institutions that offer higher education. For instance, educational institutions of higher learning could make use of the findings of this study to assist employees in making a smooth transition moving from contract to the long term sustainable organizational performance. For a more particular example, educational institutions of higher learning may encourage employees to take responsibility for their own work and may also give them with opportunities to network with their senior communities. In addition, human resource development specialists and career counsellors may use the findings of our research to assist young professionals in developing their sustainable organizational performance in overseas settings and establishing a basis for successfully pursuing careers in other countries. To be more specific, human resource development specialists and career counsellors may build counselling courses or career trainings in order to assist teaching and non-teaching faculty in developing self-direction and career abilities. Because of this, they could be able to assist this group of young professionals from other countries in enhancing their experience and career prospects in a host country.

5.3 Limitations and Future Recommendations

Future research could resolve this study's weaknesses. Some flaws in the research design could be addressed in future investigations. For example, the cross-sectional research design prevents causation determination. Considering reciprocal links between study variables, such as career competency improvement boosting sustainable organizational performance (Cortellazzo et al., 2020), a longitudinal approach would enhance research findings. Second, the study's data, excluding country-level individualism scores, was self-reported and employed common scale formats, which may have caused method bias in the associations between variables (Podsakoff et al., 2003). To reduce risk, the questionnaire contained an attention check, guaranteed anonymity, and no wrong answers. Use of dependable, validated scales in research prevented item ambiguity and misinterpretation of study questions (Hair et al., 2014). Exclude significant Harman's single-factor test. Future research can reduce method bias by measuring career and cultural orientations first, then career competencies and perceived sustainable organizational performance, or using multisource data, such as peer or supervisor ratings of sustainable organizational performance. Thirdly, this study focuses on cultural aspects but principally uses an agentic approach to evaluate employee's perceptions of sustainable organizational performance based on their cultural and career orientations (Tamontseva & Akkermans, 2024). This strategy is crucial in today's chaotic labor market, however research highlights the significance of agency and context in career development. We acknowledge that some employees may have lived in the Pakistan different cities for some time, so future research on the other cities may conducted due to the impact of common technique variance on our results (Ahmad Tipu et al., 2012; Awan et al., 2025).

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