

**How to Cite This Article:** Ahmad, M., Shah, S. M. A., Khalil, H., & Hussain, A. (2023). Impact of Negative Discrete Emotion on Subjective Career Success with Mediation Role of Proactive Career Behavior. *Journal of Social Sciences Review*, 3(2), 745–764. <https://doi.org/10.54183/jssr.v3i2.189>



## Impact of Negative Discrete Emotion on Subjective Career Success with Mediation Role of Proactive Career Behavior

|                      |                                                                                                                                 |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------|
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**Vol.** 3, **No.** 2 (Spring 2023)

**Pages:** 745 – 764

**ISSN (Print):** 2789–441X

**ISSN (Online):** 2789–4428

### Key Words

Experience Anger (ANG),  
“Subjective Career Success” (SCS),  
Proactive Career Behavior (PCB),  
Affective Event Theory

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**Abstract:** This study aims to investigate how (ANG) affects the (SCS), using the framework of affective event theory. Furthermore, the study seeks to shed light on the specific ways in which different aspects of (ANG) impact “(SCS)”.by exploring the potential mediating role of (PCB). The study's primary objective is to provide light on how people might lessen (ANG's) deleterious effects on their (SCS) by investigating these pathways. Data from 415 individuals with jobs in the service industry in Pakistan was used to conduct statistical tests using a method called "structural equation modelling" (SEM). The study's results show that (ANG) significantly affects many facets of (SCS). Specifically, the findings show a negative direct effect of ANG on SCS, while also revealing a positive association between ANG & (PCB). Moreover, the research shows that PCB mediates the connection between ANG and SCS. Future studies should investigate the function of negative emotions and PCB, and SEFF as mediators of the SCS to fully comprehend its significance for both workers and employers. This problem may be alleviated and biases avoided by using an externally derived scale for a number of constructs.

## Introduction

In the current competitive landscape where expectations are high but resources are limited, it's becoming more common to witness emotional outbursts rather than an exceptional occurrence (Gapinath, 2011). However, emotional education holds greater significance than just knowledge transfer as it facilitates personal growth and skill development in the workplace through self-awareness (Evaans & Waren, 2015). Despite this, "emotions have a profound impact on how employees carry out their job responsibilities" (Niica & Molinar, 2014). Studies have consistently indicated the correlation

between emotions and employee actions and decisions across all aspects of human behavior (Vaciharkulksemsuk et al., 2011). Consequently, a well-rounded approach in the workplace that accounts for both positive and negative emotions is crucial (Luithans & Yousseif, 2007). Since individuals perceive workplace events differently, they experience contrasting, distinct emotions (Totterdeil & Nivien, 2014). Uncertainty, economic conditions, ineffective management, delayed tasks, workplace harassment or bullying, conflicts with coworkers, leaders, or customers, organisational crises,

injustice, heavy workload, favouritism, perceived or real threats at work, challenging job requirements, technological changes, and poor physical, social, and mental work environment are all common causes of negative emotions. Negative feelings can be triggered by a number of factors, including power imbalances between employees and managers (Ashford, Lee, & Bobko, 1989; Ashkanasay & Haritel, 2002; Gliomb & Hulin, 1997; Teipper, 2000; Ashkanasay & Humiphrey, 2017) and abusive or unsupportive interpersonal interactions. Proactive behaviour includes considering alternatives since it is common for workers to want to make positive changes after experiencing unpleasant feelings (Cranit, 2000; Grant & Ashiford, 2008).

As the influence is usually perceived as an intrinsic emotional event, such as a bad mood or trait effect, researchers who have explored the association between negative emotions and proactive behaviour have put up theories proposing either beneficial or negative results. Both Bindl, Parker, Totterdell, and Hagger-Johnson (2012) and Parker, Bindl, and Strauss (2010) provided similar results. Few research has examined the connection between negative emotions and initiative, and those that have produced contradictory findings. Den Hartog and Belschak (2007) find a positive correlation between the two, while Faay and Sonnentag (2012) and Fritz, Yankelevich, Zarubin, and Barger (2010) find a negative correlation, and Bindl and colleagues (2012) and Den Hartog and Belschak (2007) find no correlation at all. It appears that scholars in the field of organisational behaviour do not have a unified understanding of the conditions under which negative affective experiences influence proactive behaviour and lead to positive outcomes like career success (George et al., 2020; Namhee K et al., 2020; Rossenkhan et al., 2020), as evidenced by their conflicting arguments and inconsistent empirical findings.

Understanding the connection between aversion and initiative requires empirically

testing a theory that focuses on specific emotional experiences rather than broad categories of emotion (like mood or characteristic). Anger and fear, for example, are two distinct emotions that each lead to their own set of thoughts and actions based on the individual's interpretation of the triggering event. However, most studies of proactivity use a predictive approach that lumps together all forms of emotional distress while ignoring the processes and actions that accompany them (Barsade & Gibson, 2007; Gooty, Gavin, & Ashkanasay, 2009; Ashkanasay & Humphrey, 2017; Lebel et al., 2017). These contrasting viewpoints provide a theoretical basis for determining whether and under what conditions negative emotions (such as experienced rage) could lead to proactive behaviour.

The objective of the research is twofold. Firstly, it intends to explore how negative emotions, specifically anger, can trigger proactive career actions that lead to "subjective career success".. In doing so, the study aims to provide insights into how proactive career behaviors can have positive consequences beyond just objective career success and extend to subjective meanings of career success. Secondly, the study aims to investigate how an individual's perception of "subjective career success" can affect the correlation between experiencing negative emotions, such as fear or anger, engaging in proactive career behaviors, and attitudinal outcomes. These contributions will enhance the current literature on careers and offer a more comprehensive understanding of the intricate connections between negative emotions, proactive career actions, and career success.

## **Theoretical Model and Hypotheses**

### **Relationship between Experiencing Anger and "subjective career success".**

Multiple studies have shown that rage is strongly linked to feelings of professional achievement. In contrast to more objective measurements of

success in one's profession, such as one's pay or position, the term "subjective career success" relates to how one sees their own professional accomplishments. Employees who reported greater levels of subjective professional success also reported higher levels of anger at work, according to research published in the Journal of Occupational Health Psychology (Bennett, Gabriel, & Calderwood, 2016). Another research published in the Journal of Management (Watson, Kumar, & Michaelsen, 2018) indicated that workers who expressed anger or frustration at work were less likely to be pleased with their employment as a whole. These results imply that the connection between feelings and professional achievement may be more nuanced than previously thought. Anger, for example, has been linked to greater feelings of subjective professional achievement, but it's crucial to remember that unpleasant emotions may have serious effects on a person's health and happiness. According to many research (Armstrong-Stassen & Uirsal, 2009; Nauta et al., 2009; Kaing, Gatling, & Kiim, 2015), career satisfaction is an important factor in determining whether or not an employee would stay at their current work. Dissatisfaction with one's job may be caused by a number of different things, including negative emotions like rage (Dobrow, Honea, & Pozner, 1980; McNeese-Smith, 1999). poor job quality, lower career satisfaction, work avoidance, high turnover rates, and poor job satisfaction are just some of the negative outcomes that may result from negative emotions in the workplace (Cho et al., 2016). Anger, worry, and weariness are just some of the unpleasant feelings that have been linked to chronic stress at work (Spector, 1998). A person's happiness and contentment in their working life are directly related to how satisfied they are with their profession. Career satisfaction may be negatively impacted by negative emotions like rage and workplace aggression, which in turn affects the person and the company. A healthy and productive work environment may be fostered by identifying and

addressing the elements that might have a negative effect on an employee's career satisfaction.

**H1.** *There is a significant relationship between experiencing Anger and "subjective career success".*

### **Impact of Experienced Anger and Fear on proactive career behaviors**

Individuals who take charge of their professional lives and actively mould their futures are said to exhibit proactive career behaviours (Seibert, Crant, & Kraimer, 1999). Proactive career behaviours have been linked to increased work satisfaction, earnings, and other measures of professional success (Dobrow, Chandler, Murphy, & Kram, 2018). Although several studies have linked negative feelings to less proactive work habits, others have shown the opposite. Dobrow et al. (2018) found that those with moderate levels of anger were more likely to take initiative in their careers. A person's proactivity in the workplace might suffer when they're feeling negative emotions like rage or fear. Moderate amounts of these emotions may promote an individual's participation in proactive professional behaviours (Namhee K et al., 2020; Rossenkhani et al., 2020), whereas excessive levels can be harmful to such behaviours. Therefore, people must learn to control their emotions if they want to take charge of their careers and find lasting fulfilment in their work. Results from the little studies that have been conducted on the link between negative emotions like fear and anger and initiative have been contradictory and inconsistent. There has been discussion among academics, with some arguing for a positive correlation and others arguing that there is none. Proactive professional actions are best planned and carried out once the three motivating states described by various proactivity models have been achieved. Before deciding to engage in proactive professional behaviours, it is important to assess one's confidence in one's own abilities and the likelihood of success. Negative emotions, such as anger and fear, have been shown to

impede proactive behaviour in people with low self-efficacy (Namhee K et al., 2020). This unfavourable correlation may be traced back to a "entity mindset," in which people who have a strong sense of impostor syndrome see failure as proof of their inherent and permanent incapacity. Due to their lack of conviction in progress and their avoidance of difficult activities that encourage effective professional development, impostors may show lower levels of career planning, exploration, striving, decision-making, and drive to lead (Neureiter & Traut-Mattausch, 2016a, 2017). Finally, the key to proactive professional behaviours and long-term success is mastering negative emotions like wrath and fear. Individuals may improve their emotional well-being and their proactivity in the workplace by learning to see the connection between the two.

**H2.** *There is a significant relationship between experienced anger with proactive career behaviors*

**“Proactive career behavior mediates the relationship between experienced anger on “subjective career success”.**

This research contributes to the growing body of literature exploring the link between negative emotions and professional achievement. As previous studies (Judge et al., 2001; Tiedens & Linton, 2001) have demonstrated, negative emotions like dread and anxiety may have an effect on professional achievement as well. Proactive professional behavior's moderating function in the link between experienced rage and perceived job success has not been investigated, however, until now. The results of this research imply that those who are able to control their emotions are more likely to take charge of their professional lives and find lasting success. Mindfulness meditation and cognitive-behavioural therapy (CBT) are two methods that have been shown to help people deal with difficult emotions, including anger (Hülshager et al., 2013). Therefore, further research is required to establish the circumstances in which people experiencing negative emotions are motivated to

take initiative and believe they have the ability to do so. When people attribute their actions to themselves, they experience a surge of pride and satisfaction. Higher levels of "subjective career success" (Seibert, Kraimer, & Crant, 2001) have been associated with a greater sense of control over one's professional life. Career satisfaction is increased when people take the initiative to reach their own personal objectives (Barnett & Bradley, 2007). Many authors in the field of proactivity (Rossenkhan et al., 2020) stress the significance of an individual's sense of self-efficacy in influencing their level of initiative on the job. Personal success, feelings of accomplishment, and higher levels of subjective career success can result from taking charge of one's career, anticipating what might happen, and retrieving relevant information (Barnett & Bradley, 2007).

Proactive people are more likely to be happy and successful in their jobs (DeCharms, 1968). It has been shown that anticipating one's future success is as significant, if not more so, for one's happiness in the workplace as actually accomplishing one's objectives (Verbruggen & Sels, 2010; Amabile & Kramer, 2011; Lent & Brown, 2008). An individual's standing and power within an organisation can benefit from bettering the fit between their current and ideal careers (Judge & Bretz, 1994), which is why information retrieval is so important. Individuals with poor self-efficacy and high levels of anger are less likely to take initiative in their careers (Namhee K et al., 2020; Rossenkhan et al., 2020). Proactive career behaviour, however, has been shown to moderate the link between anger and perceived professional success (Judge & Bretz, 1994). Anger may encourage people to take action, which can involve taking initiative in their careers by doing things like looking for promotion, networking, and following their dreams. Broeck et al. (2016), Gagné and Deci (2005), Baard and colleagues (2004), and DeCharms (1968) all found that employees who engaged in these practices reported higher levels of subjective career success. In conclusion, people and businesses operating in service-oriented



industries may benefit from the possession of proactive career attitudes, high levels of emotional intelligence, and the capacity to effectively handle negative emotions. To sum up, taking the initiative and actively managing one's career in response to hard events might be an essential component in moderating the connection between experienced rage and subjective professional success. The following hypothesis is thus put forth:

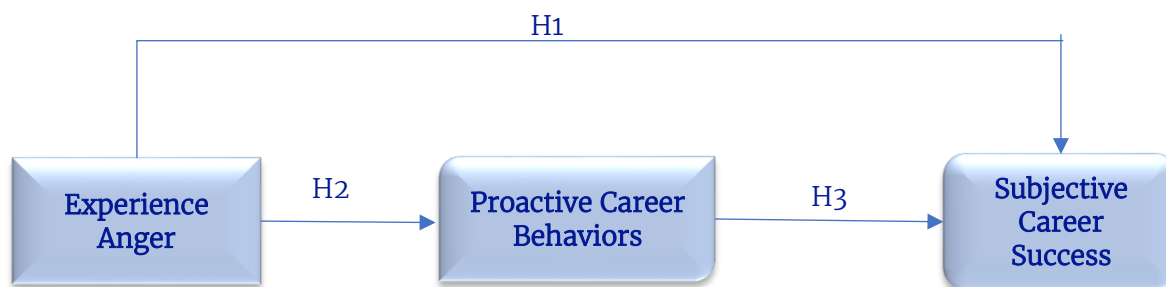
### Self-efficacy and proactive career behavior sequentially mediate the impact of experienced anger on “subjective career success”.

By employing the Affective Event Theory, the present study investigated the correlation

between anger provoked by work-related incidents and proactive career behavior as well as “subjective career success”. in an organizational context. In contrast to previous research that predominantly explored the detrimental impacts of anger, this study emphasized the interdependence of these variables in promoting favorable consequences like job contentment and “subjective career success”., comprising work quality. The model proposed in Figure 1 suggests that proactive career behavior exhibited by employees in their workplace may mitigate anger and augment their “subjective career success”. And job satisfaction, and provides recommendations for converting negative emotions into positive results.

**Figure 1**

*The theoretical model of experiencing anger, proactive career behaviors, and subjective career success*



## Methods

### Participants and Procedures.

Full-time workers in the public and commercial sectors in Pakistan were utilised as a sample, and information was gathered via a self-administered survey over the course of two months (April and May 2021). Five hundred surveys were sent out to people working for businesses and government agencies. The questionnaire was written in English originally, however, a back-translation procedure was used to verify accuracy while translating it into Urdu. To guarantee that participants had sufficient time to evaluate their "subjective career success" despite adverse circumstances, the research only included full-time workers who had at least six

months of work, organisational, and supervisory tenure.

### Sampling Procedure

The purpose of this research was to examine the interplay between ANG, SEFF PCB, and SCS in the context of service organisations. Businesses in the service sector are sometimes referred to be the "micro engines" behind global economic growth. The service industry in Pakistan is the country's second biggest employer, behind agriculture (Ali et al., 2021). In the context of developing economies like Pakistan, this research used a questionnaire survey of employees at the NADRA service business to gather empirical data (Shehzad et al., 2021b). The study sampled 40 corporate headquarters and regional branches

throughout the country, including the main business hubs of Lahore, Karachi, Faisalabad, Gujranwala, Islamabad, and Peshawar. Since the bulk of workplaces are situated in these areas, the study's findings may be extrapolated to the whole nation. Finding your study's demographic and narrowing your topic are two of the most important first steps. Methods for reaching the reachable population vary with the nature of the research being done.

### Measures of Experience Anger

Uri's (2017) 10-item scale was used to assess Proactive work behaviours. To evaluate Proactive career behaviours in the workplace, we used 5 questions from Uri's scale and 5 items from other research (Marler, 2008; Yi, 2009; Bolino, 2010; Belschak and Hartog, 2010; Parker and Collins, 2010; Williams, 2010; Searle, 2011). All of the responses were given on a 5-point Likert scale, with 1 representing "Strongly Agree" and 5 representing "Strongly Disagree." All respondents were asked to indicate how much they agreed or disagreed with each statement. Appendices A contains the items used to assess the Proactive career behaviour construct.

### Measures of Proactive Career Behaviors

The 10-item scale developed by Uri (2017) was used to assess proactive work behaviours. However, five questions from Uri's scale and five more from other research (Searle, 2011) was chosen to measure Proactive career behaviours in the workplace for this study. This survey used a 5-point Likert scale, with 1 representing "Strongly Agree" and 5 representing "Strongly Disagree." After reading each statement, participants were asked to indicate how much they agreed or disagreed. In Appendices A, you'll find the items that were used to determine how well candidates demonstrated Proactive career behaviour.

### Measures of "Subjective Career Success"

The yardstick by which one's "subjective career

success" is evaluated. was an office-based multi-factor survey comprised of 24 questions done by Shockley et al. (2016). Each of the nine factors that make up the scale—Regularity, Authenticity, Development, Influence, Meaningful Work, Personal Life, Quality Work, and Satisfaction—is evaluated using a set of three questions. To respond, respondents used a 5-point Likert scale, with 1 representing "Strongly Agree" and 5 representing "Strongly Disagree." Each remark was followed by an inquiry into a participant's level of agreement. Criteria for "subjective career success" The framework is in Appendix A.

### Response Rate

There were 510 questionnaires sent out in all to get the target response rate, although some of them were blank or lacking information. In the end, 415 questionnaires (81.4%) were recovered and analysed, while 30 (7.0%) were omitted owing to missing data or outliers. Unanswered survey questions were utilised to complete the data using the SPSS programme. Half-filled surveys were not included in the results since they were considered incomplete replies. As can be seen in Table 4.1, the final sample size of 415 replies was very large since it included both administrative and lower-level personnel from the National Database and Registration Authority (NADRA).

**Table 1**

*Questionnaire administration*

|                                  | Surveys Sample |
|----------------------------------|----------------|
| Sample space                     | 415            |
| Total questionnaire Administered | 510            |
| Collected                        | 445            |
| Incomplete record                | 30             |
| Total valid                      | 415            |

The high response rate may be attributed to the survey's emphasis on fast completion and return. A response rate of 30% is considered adequate by Sekaran (2003), whereas a response rate of 40% to 50% is preferred by Linus (2001) for social

science research. The 75% response rate shown here is thus within reasonable limits for such research.

**Table 2**

*Variables Details*

| First Order Construct         | Items | Indicator |
|-------------------------------|-------|-----------|
| Experience of anger.          | 7     | ANG       |
| Proactive career behaviors.   | 15    | PCB       |
| “subjective career success”.. | 5     | CSC       |

## Data Analysis and Results

### Respondents' profile

Participants' demographic information is included in Table 4.1. About 80% of those who responded were male, whereas just 19% were female. More than 60% of the participants were married and between the ages of 30 and 49, as shown by the data. In addition, almost 60% of those who participated in the survey had at least a bachelor's degree. According to the statistics, 14.589% were zone managers, 26.201% were ad-level execs, 53% were supervisors, and 5.302 % were DAD. A significant proportion of respondents also have between four and six and ten to twelve years' worth of experience working for the National Database and Registration Authority (NADRA). Table 4.2 also includes the average and standard deviation for each characteristic.

### Common Method Bias

Both exogenous and endogenous variables were asked about in the survey used for this research. Concerns concerning common method bias (CMB), which might affect research outcomes, are raised by this strategy, however (Kraus et al., 2020). Self-administered surveys may be particularly vulnerable to CMB, which has been shown to be common in behavioural research (Reihman et al., 2021) and a serious problem in certain cases (Pokdsakoff, 2003). Researchers have the option of using either a procedural or

statistical method to lessen the impact of CMB. Participants' privacy will be protected throughout the data-gathering process (Kraus et al., 2020), thanks to the researchers' careful attention to the procedure.

Researchers in this study adopted procedural and statistical procedures to reduce the likelihood of common method bias (CMB). As part of the survey's procedure, respondents were guaranteed that their information would be kept confidential and that the survey would be free of spelling and grammar mistakes. Harman's single-factor test, which determines whether several constructs are impacted by a single component, was used to quantitatively analyse CMB's potential. After running the tests, we found that there were 40 unique factors explaining the data, with the first component explaining just 25.46 percent of the total variation. The data were further checked for common technique bias by doing a collinearity analysis using Smart PLS. Results showed that the variance inflation factors (VIFs) were all less than 5, suggesting that CMB was not a major problem. Appendix B explains these results in further depth.

### Data Analysis and Results

In order to analyze and interpret the data in this study, we utilized the PLS-SEM method (partial least squares "structural equation modelling") with the aid of Smart PLS (version 3.2.9) and SPSS (version 25). PLS-SEM was selected for a number of reasons. Firstly, it is particularly useful when the goal of the study is to assess dependent variables and obtain a more precise measure of variance. Secondly, PLS-SEM is a superior prediction-oriented technique since it can handle both measurement and structural models, as noted by Roldán and Sánchez-Franco (2012). Additionally, it provides more accurate estimates of mediating effects than regression and can account for measurement errors, according to Preacher and Hayes (2008) and Bari et al. (2019). Finally, PLS-SEM is versatile in that it can be used with simple and complex theoretical

models, and does not require data normalization (Hair et al., 2014). For these reasons, PLS-SEM was deemed the most suitable method for this study.

### Measurement Model

Cronbach's alpha is used to assess the reliability of the 57 elements that make up the study model (Table 2) (Hair et al., 2016). Each construct has a Cronbach's alpha over 0.7, the cutoff for validity, as shown in Table 2. Composite reliability (CR), average variance extracted (AVE), and factor loadings are all used to determine convergent validity (Hair et al., 2016). All of the structures have expert-recommended CR and AVE values of at least 0.70 and 0.50, respectively. Individual-level validity is further supported by the fact that all factor loadings are greater than 0.5. We also tested the validity and reliability of the higher-order concept of "subjective career success," and found it to be trustworthy. Fornell and Larcker (1981) proposed the Fornell-Larcker criteria as a method for establishing discriminant validity of first- and second-order notions. Tables 3 and 4 detail the results of the study. To assess whether two conceptions are distinct, the square root of

the average correlation between them is compared.

### Measurement Model

The research model is shown in Table 2; it includes 10 variables and forty possible values. Cronbach's alpha is used to determine the validity of the model. Reliability is considered strong if the score is 0.7 or greater, as proposed by Hair et al. (2014, 2016). Table 2 shows that all Cronbach's alpha values are high, which is indicative of a credible model. The research assesses the convergent validity of the model by assessing the CR, AVE, and Item Reliability of each variable and factor loadings. It has been suggested by experts (Hair et al., 2016) that CR and AVE values for each construct should be more than 0.7 and 0.5, respectively. All CR and AVE values are more than the minimum acceptable value, and all variables have factor loadings larger than 0.5, indicating strong item dependability. The research not only evaluates the reliability and validity of individual constructs but also of a higher-order construct, "subjective career success." Figures 2 and 3 and Table 2 show the results of the studies of the first- and second-order constructs' reliability and validity, respectively.

Figure 1

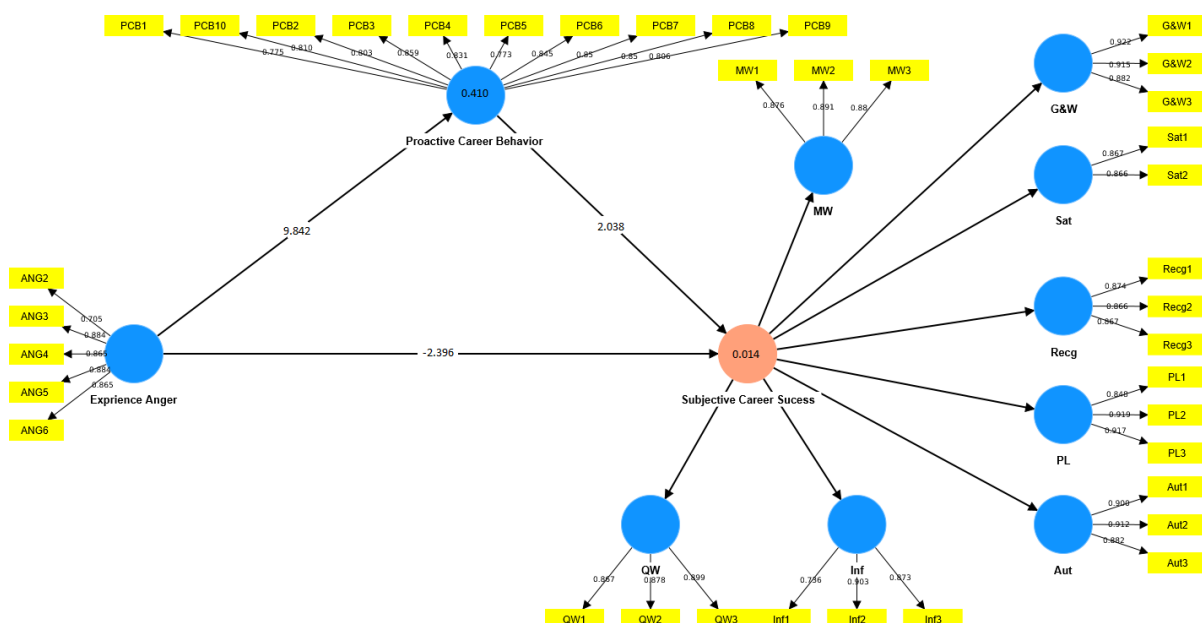




Figure 2

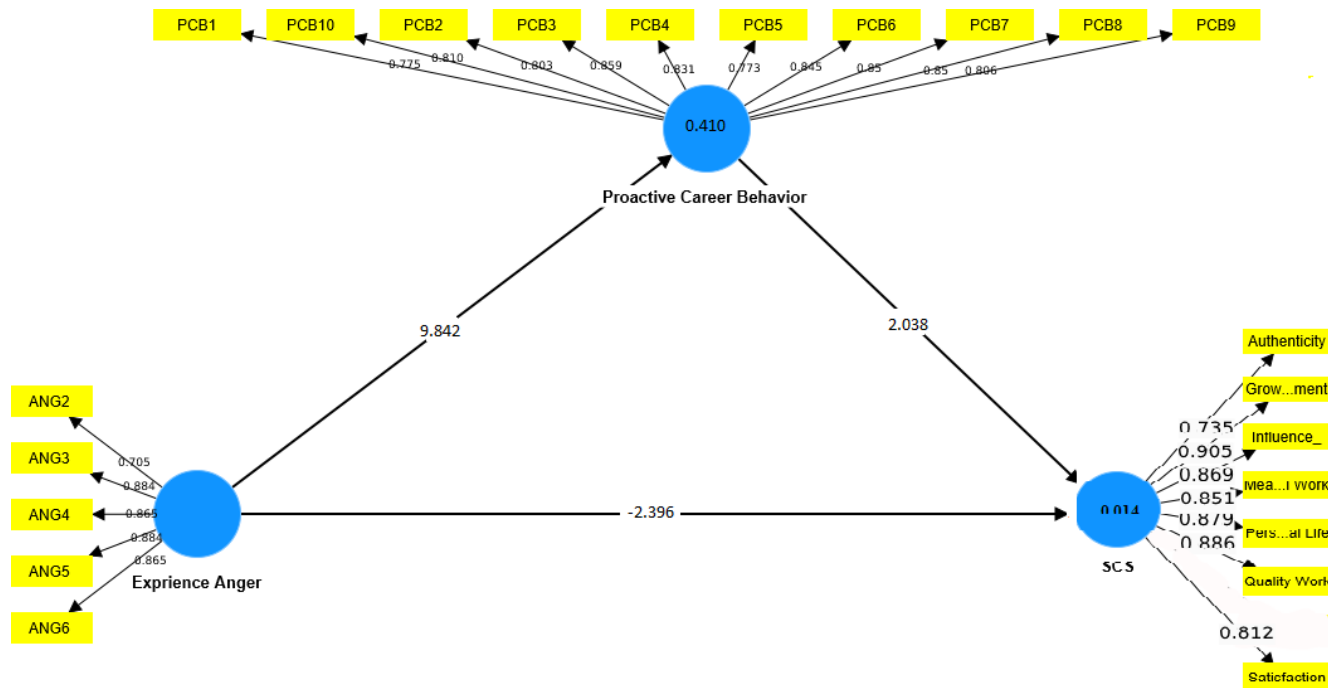


Table 3

Measurement mode results

| First Order Construct    | Second Order Construct | Items | Loadings | T Statistics | VIF   | C $\alpha$ | CR    | AVE   |
|--------------------------|------------------------|-------|----------|--------------|-------|------------|-------|-------|
| Experience Anger.        |                        | ANG2  | 0.705*** | 40.531       | 1.955 | 0.835      | 0.886 | 0.596 |
|                          |                        | ANG3  | 0.884*** | 41.929       | 2.610 |            |       |       |
|                          |                        | ANG4  | 0.865*** | 26.406       | 2.199 |            |       |       |
|                          |                        | ANG5  | 0.884*** | 10.056       | 2.042 |            |       |       |
|                          |                        | ANG6  | 0.865*** | 22.886       | 1.736 |            |       |       |
| Proactive Career Success |                        | CPB1  | 0.775*** | 34.682       | 1.711 | 0.946      | 0.954 | 0.674 |
|                          |                        | CPB10 | 0.810*** | 12.419       | 1.573 |            |       |       |
|                          |                        | CPB2  | 0.803*** | 57.086       | 1.506 |            |       |       |
|                          |                        | CPB3  | 0.859*** | 53.951       | 1.693 |            |       |       |
|                          |                        | CPB4  | 0.831*** | 35.975       | 1.981 |            |       |       |
|                          |                        | CPB5  | 0.773*** | 14.592       | 1.420 |            |       |       |
|                          |                        | CPB6  | 0.845*** | 109.545      | 2.353 |            |       |       |
|                          |                        | CPB7  | 0.85***  | 43.219       | 2.144 |            |       |       |
|                          |                        | CPB8  | 0.85***  | 7.794        | 1.273 |            |       |       |
|                          |                        | CPB9  | 0.806*** | 62.699       | 1.984 |            |       |       |

| “subjective<br>career<br>success”.. | “subjective<br>career<br>success”. |          |         |       |       |       |       |  |
|-------------------------------------|------------------------------------|----------|---------|-------|-------|-------|-------|--|
|                                     | Authenticity                       | 0.735*** | 49.762  | 1.883 |       |       |       |  |
|                                     | Growth &<br>Dev                    | 0.905*** | 61.529  | 2.135 |       |       |       |  |
|                                     | Influence                          | 0.869*** | 60.490  | 2.059 |       |       |       |  |
|                                     | Meaningful<br>Work                 | 0.851*** | 34.682  | 1.693 |       |       |       |  |
|                                     | Personal<br>Life                   | 0.879*** | 12.419  | 1.338 |       |       |       |  |
|                                     | Quality<br>Work                    | 0.886*** | 57.086  | 1.504 |       |       |       |  |
|                                     | Satisfaction                       | 0.812*** | 9.33    | 1.677 |       |       |       |  |
| Authenticity.                       | Aut1                               | 0.900*** | 18.557  | 1.621 | 0.783 | 0.902 | 0.821 |  |
|                                     | Aut3                               | 0.912*** | 27.058  | 2.012 |       |       |       |  |
| Growth &<br>Development.            | G&D1                               | 0.922*** | 18.069  | 1.872 | 0.892 | 0.933 | 0.822 |  |
|                                     | G&D2                               | 0.915*** | 22.574  | 1.793 |       |       |       |  |
|                                     | G&D3                               | 0.882*** | 35.975  | 1.981 |       |       |       |  |
| Influence.                          | Inf1                               | 0.736*** | 14.592  | 1.420 | 0.787 | 0.877 | 0.706 |  |
|                                     | Inf2                               | 0.903*** | 109.545 | 2.353 |       |       |       |  |
|                                     | Inf3                               | 0.873*** | 43.219  | 2.144 |       |       |       |  |
| Meaningful<br>Work.                 | MW1                                | 0.876*** | 7.794   | 1.273 | 0.858 | 0.913 | 0.779 |  |
|                                     | MW2                                | 0.891*** | 62.699  | 1.984 |       |       |       |  |
|                                     | MW3                                | 0.88***  | 49.762  | 1.883 |       |       |       |  |
| Personal Life.                      | PL1                                | 0.848*** | 61.529  | 2.135 | 0.875 | 0.924 | 0.801 |  |
|                                     | PL2                                | 0.919*** | 60.490  | 2.059 |       |       |       |  |
|                                     | PL3                                | 0.917*** | 34.682  | 1.693 |       |       |       |  |
| Quality Work.                       | QW1                                | 0.867*** | 12.419  | 1.338 | 0.856 | 0.913 | 0.777 |  |
|                                     | QW2                                | 0.878*** | 57.086  | 1.504 |       |       |       |  |
|                                     | QW3                                | 0.899*** | 20.33   | 1.677 |       |       |       |  |
| Satisfaction.                       | Sat1                               | 0.867*** | 18.557  | 1.621 |       |       |       |  |
|                                     | Sat2                               | 0.866*** | 27.058  | 2.012 | 0.838 | 0.903 | 0.755 |  |
|                                     | Sat3                               | 0.874*** | 18.069  | 1.872 |       |       |       |  |

**Table 4**  
Predictive Relevance and Coefficient of Determination

| Construct                   | R Square | Q Square |
|-----------------------------|----------|----------|
| “Subjective career success” | 0.014    | 0.003    |
| Proactive Career Behavior   | 0.827    | 0.547    |

**Table 5**

Second-order Discriminant Validity

| Construct                   | 1     | 2     | 3    |
|-----------------------------|-------|-------|------|
| Experience Anger            | .800  | 0.003 |      |
| Proactive Career Behavior   | 0.497 | 0.817 |      |
| "Subjective career success" | 0.631 | 0.723 | 0.66 |

**Measurement model**

Experience of Anger, Self-efficacy in controlling Anger, Proactive Career Behaviours, and "Subjective Career Success" is presented as a measuring model in Table 4.2. Factor loadings, t-statistics, and the correlation and average variance extracted from the data are shown. Each construct's C.R and AVE values were more than the required 0.6 and 0.5, respectively, confirming the convergent validity and reliability. Each

item's factor loading was likewise over the t-statistic threshold of 1.96, indicating statistical significance at the 0.001 level. Table 4.20 shows that there were no problems with multicollinearity among the model's components since all VIF values were below or equal to 3.3, the threshold for acceptability. Taken together, these findings are highly indicative of the validity and reliability of the measuring approach used for each component. For more details, see the Tables below.

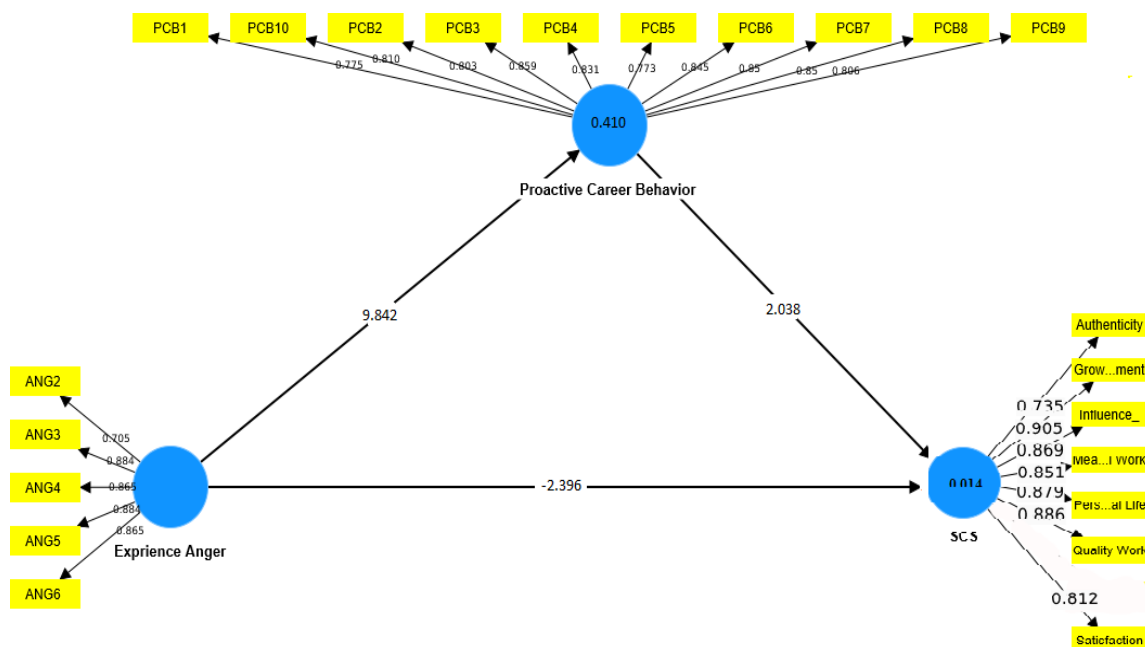
**Table 6**

The outcome of the multicollinearity test

| Construct                   | R Square |
|-----------------------------|----------|
| Experience Anger            | 1.368    |
| Proactive Career Behavior   | 1.168    |
| "Subjective career success" | 1.173    |

**Figure 3**

Structure Model



### Structural model

Before testing the hypotheses, the variance inflation factor (VIP) statistics were analysed to make sure there were no collinearity concerns with the measurement model. All components in this investigation had values below 0.5, which is significantly below the suggested criterion of 5 for the inner VIF score, indicating no collinearity problems. Indicating that there is no collinearity in the data analysis of "subjective career success," these findings provide further evidence that the model is robust. Four endogenous constructs are shown in Figure 6 to be part of the model. There was a 0.014 ( $Q_2 = 0.003$ ) correlation between "subjective career success" and proactive career behaviour, and 0.827 ( $Q_2 = 0.547$ ) correlation between self-efficacy and proactive career behaviour, and a 0.41 ( $Q_2 = 0.323$ ) correlation between self-efficacy and "subjective career success" and "subjective career success." According to these numbers, predictors may account for 14%, 54.7%, and 41% of the variation in the respective variables. Table

5 further shows that all  $Q_2$  scores, which measure the predictive power of the model, are larger than zero.

### Direct Effect

In this research, the significance level was determined using a Bootstrap method. Following the advice of Hair et al. (2016), we analysed 5,000 samples with replacements. Table 7 shows that H1 is supported by the data, since there is a statistically significant correlation between ANG. And SCS ( $= -0.045^{***}$ ,  $T = -2.396$ ). Similarly, ANG. is shown to have a strong correlation with PCB ( $= 0.650^{***}$ ,  $T = 9.842$ ), lending credence to H2. Alternatively, ANG is in a significant, connection with SEFF ( $= 0.365^{***}$ ,  $T = 4.805$ ), while SEFF is in a significant, relationship with PCB ( $= 0.569^{***}$ ,  $T = 12.829$ ). This lends credence to hypotheses 3 and 4. Last but not least, PCB is shown to have a statistically significant relationship to SCS ( $= 0.077^{**}$ ,  $T = 2.038$ ), lending credence to H5.

**Table 7**

*Direct Effects*

| Hypothesis                                                |           | Decisions      |                    |              |          |                    |
|-----------------------------------------------------------|-----------|----------------|--------------------|--------------|----------|--------------------|
|                                                           |           | $\beta$ values | Standard Deviation | T Statistics | P Values | LL                 |
| Anger -> "subjective career success".                     | <b>H1</b> | $-0.045^{***}$ | 0.113              | -2.396       | 0.05     | $[-0.224 - 0.215]$ |
| Anger-> Proactive Career Behavior                         | <b>H2</b> | $0.650^{***}$  | 0.066              | 9.842        | 0.007    | $[0.518 - 0.779]$  |
| Proactive Career Behavior -> "subjective career success". | <b>H3</b> | $0.077^{**}$   | 0.074              | 2.038        | 0.005    | $[0.213 - 0.512]$  |

### Mediating effects

In order to determine whether self-efficacy in anger regulation moderates the connection between ANG and PCB (H6), the present research used the bootstrap confidence intervals approach

with 5,000 repetitions, as proposed by Preacher and Hayes (2008). Table 7 shows that the findings confirmed the significance of the sequential mediation among ANG, SEFF, PCB, and SCS ( $= 0.404^{**}$ ,  $T = 3.027$ ) as well as the



indirect effects of  $ANG > SEFF > PCB$ . These results lend support to Hypotheses 6 and 7, demonstrating that self-efficacy mediates the link between ANG and PCB and that self-efficacy and proactive career behaviour mediate the association between anger and "subjective career success."

## **Discussion, Conclusions, and Recommendations**

### **Introduction**

An overview of the fulfilled study aims and hypotheses is provided in this chapter. The debate is structured around three hypotheses introduced in the first chapter. The theoretical, practical, and policy consequences of the study results and suggestions are also presented in this chapter. The proposed next steps are aimed to draw attention to the results' need for more investigation. The research's shortcomings and overall findings are also discussed at length in this chapter.

### **Discussion of Findings**

In this study, the discussion of the findings is divided into four different sections. The first section is related to (R01) and it explained the effects of experienced anger on proactive career behavior and subjective career success.

**H1.** There is a significant relationship between experiencing Anger and subjective career success. The study's hypotheses predicted a link between anger and a person's sense of professional fulfilment. The hypothesised correlations are corroborated by the route modelling findings, which are in line with those found in Cho et al. (2016) and Peluchette (1993). Employees' mental health and job happiness are affected by their perceptions of their careers. Previous studies have shown that job satisfaction is related to actions like staying or quitting (Armstrong-Stassen & Ursel, 2009; Nauta et al., 2009; Kang et al., 2015), therefore it's clear that this is an essential subject to investigate. Anger has been

proven to have a detrimental effect on work satisfaction, among other factors (Dobegrr et al., 1980; McNeese-Smith, 1999).

**H2:** There is a significant relationship between experienced anger with proactive career behaviors

Proactive behaviour, self-efficacy, protective effort, colleague support, and knowledge of how to regulate emotions were hypothesised to be related to anger (H2). Similar to Den Hartog and Beilschak's (2007) findings, the route modelling results showed a substantial correlation between past anger and pro-active actions.

**H3.** "An individual's proactive behaviors are positively related to subjective career"

The route modelling findings supported the hypothesised linkages (H4), showing that proactive actions are positively related to individuals' reports of professional fulfilment. This conclusion is consistent with studies that have focused on proactive behaviours that are unique to a certain situation, such as socialising and seeking feedback. The model hypothesises that proactive actions will provide positive results, such as enhanced professional achievements. These findings are in line with those found in research by Panari, C., M. Tonelli, and G. Mazzetti in 2020, as well as those by Samile A et al. in 2018 and 2020.

**H4:** Proactive career behavior mediates the relationship between experiencing anger and proactive behaviors.

The correlation between anger and pro-active actions was shown to be statistically significant in the route modelling findings for hypothesis H4. The findings point to self-efficacy as a mediator between anger and pro-active actions. These results are in line with those found by Zhang et al. (2019), who found that experiencing a sense of effectiveness increases confidence in one's capacity to deal with adversity. Consistent with the findings of recent research by Lerner and Zhang (2019), the findings of the present

study show that greater levels of self-efficacy typically lead to taking initiative in the face of negativity in the workplace. Similarly, Parker et al. (2006) argued that being in an angry situation might make one want vengeance or retaliation on the person or people they view as being responsible for their anger.

### Research Contributions

This section of the chapter dwelled on discussing the contribution of the research after the accomplishment of the study objectives. The theoretical, managerial, and policy implications of the research were highlighted.

### Theoretical Contribution

A personal model of professional success is proposed and tested in this research. In the first part, we discussed how factors like (R01), proactivity, sense of control, self-efficacy, protective behaviour, social support, and emotional intelligence may all have an impact on how one handles negative emotions like anger and fear in the workplace. But (R04) aims to shed light on how taking initiative in one's professional life may lead to greater satisfaction and advancement. The second part of the (R02) study is dedicated to determining whether or not self-efficacy mediates the effect of experienced anger on proactive behaviours and whether or not coworker support and emotion regulation knowledge serve as moderators. The third part relates to (R03), which investigates the impact of coworker support and expertise of emotion regulation on the relationship between experienced fear and preventive actions. While self-efficacy and proactive professional behaviours mediate the relationship between experienced anger and subjective career success, proactive effort mediates the relationship between fear and career success. Through the use of self-efficacy, buffering strategies, and proactive career behaviours as mediators, as well as coworker support and emotional regulation knowledge as moderators, this model shed light on the complex interplay between anger and fear

in the workplace. It also offered a new way of thinking about the factors that influence an individual's perception of their own professional achievement. This research took a close look at every facet and method that may shed light on the topic.

### Conclusion

The study's primary aim was to build a theory on how to deal with unpleasant feelings at work so that you may still have a successful career. The research aimed to better understand how these destructive feelings may be channelled into positive actions. Previous studies have failed to provide a theoretical framework to explain this apparently contradictory phenomenon..

### Limitations and Recommendations for Future Research

The purpose of this research was to analyse the connections between negative emotions and other variables relevant to NADRA Pakistan, such as proactive actions, self-efficacy, and perceived career success. However, further research is needed to address several issues with the study. For starters, the study's cross-sectional design only captured a moment in time, and the self-administered surveys might have introduced bias. Future research might combine scales from other sources to solve this issue and improve construct validity. Second, the researchers recognised that the concept of subjective professional success is multifaceted, and they recommended that future studies investigate each facet independently using the same approach. Furthermore, the study only evaluated thirteen negative emotions; future studies should explore other negative emotions in a variety of business settings. In addition, the study did not go into the effects of being proactive over time; future research should look at how negative emotions affect the various steps of being proactive.

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