Antecedents of Intrapreneurship with Mediating Effect of Career Adaptability: A Study from Pakistan

Zulnorain Maqsood, MPhil Scholar, College of Commerce, Government College University Faisalabad, Pakistan
Ali Raza Khan, MPhil Scholar, College of Commerce, Government College University Faisalabad, Pakistan
Fawad Ahmed, BS Commerce Scholar, College of Commerce, Government College University Faisalabad, Pakistan
*Quaisar Ijaz Khan, Assistant Professor, College of Commerce, Government College University Faisalabad, Pakistan

* Corresponding author’s email: drqikhan@gmail.com

ARTICLE DETAILS

History
Revised format: May 2022
Available Online: Jun 2022

Keywords
Career Adaptability, Personality Traits and Intrapreneurship.

JEL Classification
O15, 120

ABSTRACT

Purpose: The study emphasized on exploring the antecedes of intrapreneurship by testing the career construction theory and perceived personality study from the context of Pakistan’s private sector universities.

Design/Methodology/Approach: A Total of 270 male and female academicians working in private sector universities had participated in this cross-sectional research study. The survey questionnaire was adopted from different authentic sources and evaluated for validity and reliability. MPlus software has been used for statistical findings.

Findings: It has been estimated statistically that career adaptability overall mediates between the relationship of perceived personality traits and Intrapreneurship.

Implications/Originality/Value: It might be established that all the public/private sector universities might follow almost the same policies and laws but there are some differences like payment of salaries / remuneration of the faculty members working in government sector universities and private sector universities of Punjab, Pakistan. The study highlighted such issues of personality directly and indirectly with career adaptability and intrapreneurship.

© 2022 The authors, under a Creative Commons Attribution-NonCommercial 4.0

Recommended citation: Maqsood, Z., Khan, A. R., Ahmed F. and Khan, Q. I. (2022). Antecedents of Intrapreneurship with Mediating Effect of Career Adaptability: A Study from Pakistan. Journal of Business and Social Review in Emerging Economies, 8 (2), 503-512.

Introduction

Capabilities to find new business opportunities are viewed as essential resources for enhancing competitive strength so that firms may successfully adapt to a fast-changing environment (Hubaut,
Guichard, Greenfield, & Blandeau, 2022; Khan, Mumtaz, Rehan, & Ilyas, 2021). As a result, companies now value entrepreneurship as a motivator. If you're thinking about starting a business, one thing that is essential to the growth and development of new businesses is that they would be able to overcome the threat if they could be attracted to and incorporated into larger organizations (Rabiul & Yean, 2021; Muhamad Farooq Rehan, Khan, & Mumtaz, 2021). They now work in a chaotic corporate setting. A research study on private enterprise was done to resolve the key elements that sway the discovery and extension of business prospects. Both the persons starting businesses and the number of those interested in doing so have grown. One of the areas where entrepreneurial ideals are now being employed is business ownership. In other words, established firms are now included in study. (Ahad, Mustafa, Mohamad, Abdullah, & Nordin, 2021; Côté, Lauzier, & Stinglhamber, 2021). In addition to collaborative enterprises, internal venture teams, like Boon et al. (2013), and integration into already-existing organizations are further options. The focus of the current studies is specifically entrepreneurship. Entrepreneurship takes place within existing established businesses (Chunyu & Liping, 2021; Muisyo, Qin, Ho, & Julius, 2021). It necessitates creativity, smart risk-taking, and meticulous preparation. Renewal initiatives for mature organizations' development and rebirth. There aren't many studies that have looked at entrepreneurship in well-established businesses, though. Furthermore, the tiny sample size does not fairly reflect the general results of past research on private enterprise (Alsughayir, 2021).

For instance, the literature claims to the founders' psychosomatic personalities have a significant impact in entrepreneurship. However, there will be a follow-up. Rarely has a study looked at the relationship between psychological characteristics and entrepreneurship. To fill this obvious research vacuum, it is vital to look into other aspects of your personality that might help you be a better entrepreneur. The predicted research model for this study was developed based on prior research and includes career adaptability as a mediator of the relationship between employee personalities and entrepreneurship. Adaptability is a skill in demand in the job today. The environment suffers when people consume resources to address a variety of circumstances and increasing job demands (Li et al., 2021; Utami, Sapta, Verawati, & Astakoni, 2021). The current study made use of the phrase job Adaptability is thought to clown around a big five personality traits in deciding career and promotion possibilities (Gibari, Perez-Esparrells, Gomez, & Ruiz, 2021; Yudianto, Mulyani, Fahmi, & Winarningsih, 2021). If the study asks about personality qualities and career flexibility, your chances of landing a job may rise. The objective of this study is to offer beneficial conclusions for the entrepreneurship research community. Organizations that do entrepreneurship-related research, training and development (Aina, Bratti, & Lipo, 2021).

Employees of established organizations engage in entrepreneurship, which is a type of entrepreneurship (Khan, Mumtaz, & Rehan, 2021). Most entrepreneurial research up until recently has been company centric. Other academics, however, disagree with this constrained definition (Kayabinar, Kayabinar, Önal, Zengin, & Köse, 2021). The idea of entrepreneurship is used to address a larger spectrum of this issue. A larger range of topics were established for internal venture teams such as a bottom-up innovation process created by workers (Crawford et al., 2020). The value of entrepreneurship as a tool for business innovation and growth has received a lot of attention. A lot of study in the field of entrepreneurship has focused on the connections between the two. Internal performances in organizations. For instance, the impact of entrepreneurship on the profitability of a business. There is proof of revenue and growth knowledge production opportunity seizing innovation (Davis et al., 2020). New product development, new business model development and sustainability (Besharati, Daneshmandi, Zareh, Fakherpour, & Zoaktafi, 2020). These findings imply that perspectives on entrepreneurship have evolved throughout time. Entrepreneurship is characterized by the three qualities of creativity, initiative, and risk-taking. This is viewed as having an all-encompassing entrepreneurial approach. Most of the early entrepreneurial research had accepted them as differentiating traits (Moretti et al., 2020). Nevertheless, particularly in terms of personnel and procedures outside of the business self-
employment, they fell short of correctly expressing the distinguishing qualities of entrepreneurship. The entrepreneurial activities that firms participate in, such as innovation, venturing, and strategy renewal, have received a lot of attention in recent years. An employee who also works as an entrepreneur might contribute to the entrepreneurial activity of a firm. Four dimensions were proposed by Antoncic & Antoncic (2011), using the example of beginning a new business. Self-renewal, innovation in processes, technology, and products, and all of these are very important factors; classified entrepreneurial behavior into five categories: pro activeness, risk-taking, self-renewal or strategic renewal, innovativeness, and entrepreneurialism. All of them are examples of new business endeavors. They all agree that entrepreneurship encourages creativity and innovation.

I am an entrepreneur, and I am an entrepreneur starting new enterprises. Exploration, as well as the identification and use of new opportunities, are the drivers of organizational growth. The likelihood or knowledge (Loan, 2020; Sungu, Weng, Hu, Kitule, & Fang, 2020).

Personality is something about a person's character is defined by their consistent goals, attitudes, and the trajectory of their experiences and actions (Quddus et al., 2020; Rashid et al., 2020; Zhang, Jiang, Liu, & Liu, 2020). The effect of character on behavior is widely known. Highlights the numerous aspects of entrepreneurship, including taking advantage of opportunities having an entrepreneurial intention and prospering as an entrepreneur. The relationship among character moreover entrepreneurship may be deduced from the connections between the two. Personality and entrepreneurship go hand in hand. Sinha and Srivastava conducted a preliminary investigation.

A study emphasized the importance of emotional stability and a polite demeanor. Despite entrepreneurially oriented projections, direct study on the relationship between distinctiveness and entrepreneurship is still missing. The "Big Five" personality qualities described by Goldberg (1992) include extraversion, openness, and conscientiousness. Greater degrees of extraversion, openness, and conscientiousness are correlated with superior levels of extraversion, directness, and meticulousness, according to previous study on these qualities. going after self-employment (Alshammari, 2019; Baltaru, 2019). Openness and conscientiousness were the personality traits that were most closely connected (2010). Intimately linked to the objectives and results of entrepreneurship. Personality qualities may also affect entrepreneurship because entrepreneurs are likely to have entrepreneurial tendencies. This supports the findings of other studies showing how personality factors influence entrepreneurship and entrepreneurial behaviors. A study recently examined the positive effects for extraversion, conscientiousness, and openness have been found. Extraversion, openness, and conscientiousness are more generally recognized as personality qualities that are likely to influence entrepreneurship. Extraversion is associated with vigor, assertiveness, aggressiveness, and ambition (Blasco, Brusca, & Labrador, 2019; Lee & Kim, 2019). People that are extroverted are more likely to request for help. A researcher argued that people ought to be passionate, invigorated, as well as cheerful and hopeful (Ugaddan & Park, 2019). Extraversion may so promote entrepreneurial acts that are more imaginative and inventive than introversion. Those who choose careers that are more traditional (Dugan, Hochstein, Rouziou, & Britton, 2019). People who are receptive to new ideas are curious, inventive, unconventional, and flexible.

Conversely, depressive disorders are more likely to affect those who do poorly on these attributes. Conservatives are renowned for being cautious and at ease with current restrictions with the goal of reducing risk. People that are open-minded are more likely to encounter novel situations and innovative concepts. Discovered to be related to risk aversion, which is seen as a fundamental component of entrepreneurship inside a corporation, openness and extraversion also had a role. Conscientiousness has been emphasized in prior research as the main motivator (Rafiq, Wu, Chin, & Nasir, 2019). Examples include using self-control, organization, and planned behavior. They also include the incentive to work hard and the drive to finish tasks. Therefore, entrepreneurial careers appeal to motivated, persistent, goal-oriented, and careful people. In the purest sense, work.
Flexibility in the workplace is desired by employees who have a profession pattern that is boundary-less, split, universal, and non-linear as a result of the tremendous instability of business environments (Kim, Youn, & Lee, 2019; Sampson, Turgo, Acejo, Ellis, & Tang, 2019; Sattar & Malik, 2019). Up until now, career development has been incremental. Research has been done on a variety of ideas, including career commitment. As well as a flexible workplace and a wide range of professional identities. This study verifies the impact of career development on entrepreneurship by focusing on career flexibility, a modern professional component.

**Review of Literature**

A large proportion of people have also endorsed career adaptability. Academics have differing opinions about the idea and validity of a new element, such as career adaptability. The concept of a flexible professional path of career development was developed by Knasel in 1981, and it has since been supported empirically. It is described as the ability to handle uncertainty. Adapting one's thoughts, feelings, and behavior to situations and circumstances that change quickly. There are four elements to work adaptability, Curiosity (being inquisitive), control (being able to make decisions), and assurance (being efficient). Career adaptability is the capacity to quickly overcome new obstacles when working in uncharted circumstances (Ali, Zuberi, Rasheed, & Shaikh, 2019; Yasmeen, Bibi, & Raza, 2019). Patience and composure are crucial traits for those with outstanding professional flexibility to flourish in these unpredictable times. Those with excellent job flexibility may thrive even in hazardous job settings. To learn new things rapidly, engage in both formal and informal learning activities. Information, skills, and talents required to be successful in unfamiliar situations. Numerous traits have been linked to occupational flexibility, according to recent studies. A person's personality affects how they perceive their level of well-being in life. Their level of education pursuit of happiness, stress at work, and marketable talents, as well as their pursuit of these things (Hussain, Khaliq, Nisar, Kamboh, & Ali, 2019; Tarba, Ahammad, Junni, Stokes, & Morag, 2019).

Career adaptation is likely connected to social cognitive theory since it is a psychosocial tool that makes it possible to manage professional behaviors and goals in unfamiliar situations (Rehman, Ozturk, & Zhang, 2019). Self-efficacy. Career flexibility boosts job satisfaction. Entrepreneurial self-efficacy because of entrepreneurial purpose.

Therefore, it is important to use professional flexibility to profit from uncertainty and take advantage of opportunities. One is pursuing career objectives. Confidence in one's ability to manage and organize their life is known as self-efficacy (Hubaut et al., 2022; Khan, Mumtaz, Rehan, et al., 2021). Complete a series of tasks that inspire people to make better plans, keep working hard, and provide constructive criticism while motivating them to set difficult objectives. Additionally, it has been shown that self-efficacy has a favorable influence on entrepreneurship-related results (Utami et al., 2021; Yudianto et al., 2021).

Therefore, occupational flexibility encourages personal initiatives to achieve professional objectives. Career flexibility will therefore presumably be advantageous to corporate operations. Even if employees have exceptional career freedom, indicates that their personality qualities aren't totally suited for entrepreneurship. They could feel comfortable, and their commercial endeavors might fare better than they anticipated. Additionally, a person's personality attributes are what have the biggest impact on their lives. Behaviors related to a profession “Career Adaptability" and "Intrapreneurship" come to mind while discussing entrepreneurship (Bashir, Bashir, & Rana, 2021).

The study's hypothesis is as a result that H1: Career adaptability mediates the relationship between Perceived Personality Traits and Intrapreneurship. The following figure presents the Research Framework as follow:
Procedures and Methods
A study of faculty members working in private sector universities of Pakistan was done to evaluate the features of Intrepreneurship practiced by employees in organizations. Statistical findings demonstrate the following T-values 4.89, 2.59, 4.89 and 12.00 for path a, b, c and c` respectively. The aggregate was chosen as a target demographic since it consists mostly of 20 universities and their staff members. These universities were the part of the survey and this study. Moreover, by everyone who participated in the study the sample group for the current study, which used a stratified random sampling methodology, consisted of 270 adult workers. 23.8% of the participants were women, whilst 76.2% were male participants. The construct in Pakistan’s context is unique in its form and field.

Most of the pertinent items used a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree), since this improves validity and reliability in self-reported surveys. To evaluate the predicted model, we used structural equation modeling. The following tables are presented to understand this construct in the Context of Pakistan.

| Table: 01 | Model Results (DV): |
|-----------|---------------------|
|           | Estimate | S.E.     | Estimate / S. E. | Two-Tailed Value | P-Value |
| Intrapreneurship ON Personality Traits | 0.425 | 0.087 | 4.901 | 0.000 |
| Career Adaptability | 0.205 | 0.079 | 2.593 | 0.010 |

| Table: 02 | Model Results (Mediator): |
|-----------|---------------------|
|           | Estimate | S.E.     | Estimate / S. E. | Two-Tailed Value | P-Value |
| Career Adaptability ON Personality Traits | 0.801 | 0.046 | 17.525 | 0.000 |

| Table: 03 | Model Results (Intercepts): |
|-----------|---------------------|
|           | Estimate | S.E.     | Estimate / S. E. | Two-Tailed Value | P-Value |
| Intercepts Career Adaptability | 0.0726 | 0.180 | 4.027 | 0.000 |
| Intrapreneurship | 1.514 | 0.241 | 6.286 | 0.000 |

The following table represents the residual variances for the model provided in the context of Pakistan

| Table: 04 | Model Results (Residual Variances): |
|-----------|---------------------|
|           | Estimate | S.E.     | Estimate / S. E. | Two-Tailed Value | P-Value |
| Residual Variances Career Adaptability | 0.096 | 0.008 | 11.619 | 0.000 |
The following table represents the models estimates such as $r^2$ for the construct in the said context of Pakistan.

| Observed Variable      | Estimate | S.E.  | Estimate / S. E. | Two-Tailed P-Value |
|------------------------|----------|-------|------------------|--------------------|
| Career Adaptability    | 0.532    | 0.042 | 12.811           | 0.000              |
| Intrapreneurship       | 0.281    | 0.046 | 6.046            | 0.000              |

The following table represents the effects both direct and indirect and specific indirect effect of variables for the given construct in the context of Pakistan.

| Effects from Career Adaptability to Intrapreneurship | Estimate | S.E.  | Estimate / S. E. | Two-Tailed P-Value |
|-----------------------------------------------------|----------|-------|------------------|--------------------|
| Total                                               | 0.205    | 0.079 | 2.593            | 0.010              |
| Total Indirect                                      | 0.000    | 0.000 | 999.000          | 0.000              |

**Direct Effect:**

Intrapreneurship -> Career Adaptability

| Estimate | S.E.  | Estimate / S. E. | Two-Tailed P-Value |
|----------|-------|------------------|--------------------|
| 0.205    | 0.079 | 2.593            | 0.010              |

**Discussion, Conclusion and Future Recommendation**

A small number of researchers had pointed to a connection between entrepreneurship and lower levels of neuroticism and friendliness, although the majority do not agree with results. In order to account for the likely implications in terms of an exploratory approach, neuroticism and agreeableness were included with the same status as the other three personality traits due to their high associations with entrepreneurship and the dearth of studies on associations with intrapreneurship. To gauge professional adaptability, the Professional Adapt-Abilities Scale was translated into Korean. The Career Adapt-Abilities Scale, which have a total of 24 items, had already been validated in different research studies. Concern, curiosity, control, and confidence are the four components, and each of them contains six elements.

One's ability to adapt to the demands of the job is referred to as career involvement. The desire to investigate numerous career pathways in a particular industry based on how well they align with one's objectives is known as career curiosity. As contrast to individuals who are in charge of their own job progress, people who are confident in their ability to achieve their goals are regarded as being in control of their careers. Planning how to accomplish my goals is an example of the anxiety component of the Career Adapt-Abilities Scale, while accepting responsibility for my actions is an example of control, curiosity is an example of curiosity, and working up to my potential is an example of curiosity (confidence).

The study has found the full mediating relationship of career adaptability between personality traits and career success. In future researchers are recommended to conduct qualitative study for more appropriate results:

**References**

Ahad, R., Mustafa, M. Z., Mohamad, S., Abdullah, N. H. S., & Nordin, M. N. (2021). Work attitude, organizational commitment and emotional intelligence of Malaysian vocational college teachers. *Journal of Technical Education and Training, 13*(1), 15–21. https://doi.org/10.30880/jtet.2021.13.01.002

Aina, C., Bratti, M., & Lippo, E. (2021). Ranking high schools using university student
performance in Italy. *Economia Politica*, 38(1), 293–321. https://doi.org/10.1007/s40888-020-00208-2

Ali, F. S., Zuberi, B. F., Rasheed, T., & Shaikh, M. A. (2019). Why doctors are not satisfied with their job-current status in tertiary care hospitals. *Pakistan Journal of Medical Sciences*, 35(1), 205–210. https://doi.org/10.12669/pjms.35.1.72

Alshammari, E. (2019). Stress profile and university performance of pharmacy students. *International Journal of Research in Pharmaceutical Sciences*, 10(4), 2647–2653. https://doi.org/10.26452/ijrps.v10i4.1522

Alsughayir, A. (2021). The effect of emotional intelligence on organizational commitment: Understanding the mediating role of job satisfaction. *Management Science Letters*, 11, 1309–1316. https://doi.org/10.5267/j.msl.2020.11.008

Baltaru, R. D. (2019). Do non-academic professionals enhance universities’ performance? Reputation vs. organisation. *Studies in Higher Education*, 44(7), 1183–1196. https://doi.org/10.1080/03075079.2017.1421156

Bashir, A., Bashir, S., & Rana, K. (2021). Post-COVID-19 Adaptations; the Shifts Towards Online Learning, Hybrid Course Delivery and the Implications for Biosciences Courses in the Higher Education Setting. *Frontiers in Education*, 6, 310. https://doi.org/10.3389/FEDUC.2021.711619/BIBTEX

Besharati, A., Dashtemandi, H., Zareh, K., Fakherpour, A., & Zoaktafi, M. (2020). Work-related musculoskeletal problems and associated factors among office workers. *International Journal of Occupational Safety and Ergonomics*, 26(3), 632–638. https://doi.org/10.1080/10803548.2018.1501238

Blasco, N., Brusca, I., & Labrador, M. (2019). Assessing sustainability and its performance implications: An empirical analysis in Spanish public universities. *Sustainability (Switzerland)*, 11(19). https://doi.org/10.3390/su11195302

Chunyu, Z., & Liping, L. (2021). The effect of job crafting to job performance. *Knowledge Management Research and Practice*, 19(2), 253–262. https://doi.org/10.1080/14778238.2020.1762517

Côté, K., Lauzier, M., & Stinglhamber, F. (2021). The relationship between presenteeism and job satisfaction: A mediated moderation model using work engagement and perceived organizational support. *European Management Journal*, 39(2), 270–278. https://doi.org/10.1016/j.emj.2020.09.001

Crawford, J. O., Berkovic, D., Erwin, J., Copsey, S. M., Davis, A., Giagloglou, E., ... Woolf, A. (2020). Musculoskeletal health in the workplace. *Best Practice and Research: Clinical Rheumatology*, 34(5), 101558. https://doi.org/10.1016/j.berh.2020.101558

Davis, K. G., Kotowski, S. E., Daniel, D., Gerding, T., Naylor, J., & Syck, M. (2020). The Home Office: Ergonomic Lessons From the “New Normal.” *Ergonomics in Design*, 28(4), 4–10. https://doi.org/10.1177/1064804620937907

Dugan, R., Hochstein, B., Rouziou, M., & Britton, B. (2019). Gritting their teeth to close the sale: the positive effect of salesperson grit on job satisfaction and performance. *Journal of Personal Selling and Sales Management*, 39(1), 81–101. https://doi.org/10.1080/08853134.2018.1489726

Gibari, S. El, Perez-Esparrells, C., Gomez, T., & Ruiz, F. (2021). Analyzing the impact of spanish university funding policies on the evolution of their performance: a multi-criteria approach. *Mathematics*, 9(14), 1–34. https://doi.org/10.3390/math9141626

Hubaut, R., Guichard, R., Greenfield, J., & Blandeau, M. (2022). Validation of an Embedded Motion-Capture and EMG Setup for the Analysis of Musculoskeletal Disorder Risks during Manhole Cover Handling. *Sensors*, 22, 436.

Hussain, S. D., Khaliq, D. A., Nisar, Q. A., Kamboh, A. Z., & Ali, S. (2019). The Impact of Employees’ Recognition, Rewards and Job Stress on Job Performance. *SEISENSE Journal of Management*, 2(2), 69–82. https://doi.org/10.33215/sjom.v2i2.121

Kayabinar, E., Kayabinar, B., Önal, B., Zengin, H. Y., & Köse, N. (2021). The musculoskeletal
problems and psychosocial status of teachers giving online education during the COVID-19 pandemic and preventive telerehabilitation for musculoskeletal problems. Work, 68(1), 33–43. https://doi.org/10.3233/WOR-203357

Khan, Q. I., Mumtaz, R., & Rehan, M. F. (2021). Factors that Influence the Public Sector Universities Performance in Pakistan. Journal of Business and Social Review in Emerging Economies, 7(4), 887–898. https://doi.org/10.26710/jbsee.v7i4.2008

Khan, Q. I., Mumtaz, R., Rehan, M. F., & Ilyas, S. (2021). The Mediating Role of Job Embeddedness between Interruptions at Work and Job Satisfaction of Gritty Faculty Members. Journal of Accounting and Finance in Emerging Economies, 7(3), 799–811. https://doi.org/10.26710/jafaee.v7i3.2047

Kim, H., Youn, S., & Lee, D. (2019). The effect of corporate social responsibility reputation on consumer support for cause-related marketing. Total Quality Management and Business Excellence, 30(5–6), 682–707. https://doi.org/10.1080/14783363.2017.1332482

Lee, Y. H., & Kim, H. K. (2019). Financial support and university performance in Korean universities: A panel data approach. Sustainability (Switzerland), 11(20), 1–18. https://doi.org/10.3390/su11205871

Li, Y., Liu, Z., Qin, K., Cui, J., Zeng, X., Ji, M., … Li, Y. (2021). Organizational trust and safety operation behavior in airline pilots: The mediating effects of organizational identification and organizational commitment. Journal of Air Transport Management, 92(January), 102018. https://doi.org/10.1016/j.jairtraman.2021.102018

Loan, L. T. M. (2020). The influence of organizational commitment on employees’ job performance: The mediating role of job satisfaction. Management Science Letters, 10(14), 3307–3312. https://doi.org/10.5267/j.msl.2020.6.007

Muisyo, P. K., Qin, S., Ho, T. H., & Julius, M. M. (2021). The effect of green HRM practices on green competitive advantage of manufacturing firms. Journal of Manufacturing Technology Management, 33(1), 22–40. https://doi.org/10.1108/JMTM-10-2020-0388

Quddus, A., Nugroho, B. S., Hakim, L., Ritaudin, M. S., Nurhasanah, E., Suarsa, A., … Sudargini, Y. (2020). Effect of ecological, servant dan digital leadership style influence university performance? evidence from indonesian universities. Systematic Reviews in Pharmacy, 11(10), 408–417. https://doi.org/10.31838/srp.2020.10.64

Rabiul, M. K., & Yeon, T. F. (2021). Leadership styles, motivating language, and work engagement: An empirical investigation of the hotel industry. International Journal of Hospitality Management, 92(September 2020), 102712. https://doi.org/10.1016/j.ijhlm.2020.102712

Rafiq, M., Wu, W., Chin, T., & Nasir, M. (2019). The psychological mechanism linking employee work engagement and turnover intention: A moderated mediation study. Work, 62(4), 615–628. https://doi.org/10.3233/WOR-192894

Rashid, H., Mohammadfam, I., Babamiri, M., Soltanian, A. R., Khotanlou, H., & Sohrabi, M. S. (2020). What do the different ergonomic interventions accomplish in the workplace? A systematic review. International Journal of Occupational Safety and Ergonomics, 0(0), 1–26. https://doi.org/10.1080/10803548.2020.1811521

Rehan, Muhamad Farooq, Khan, Q. I., & Mumtaz, R. (2021). Do Bosses Get Bullied Too? A Qualitative Investigation of Causes, Impacts, and Treatments of Upward Workplace Bullying. IRASD Journal of Management, 3(3), 302–309.

Rehan, Muhammad Farooq, Mumtaz, R., & Khan, Q. I. (2021). Effect Of Covid 19 Crises on Entrepreneurship Readiness of University Students of Pakistan. Sustainable Business and Society in Emerging Economies, 3(4), 485–495. https://doi.org/10.26710/sbsee.v3i4.2006

Rehman, A., Ozturk, I., & Zhang, D. (2019). The causal connection between CO2 emissions and
agricultural productivity in Pakistan: Empirical evidence from an autoregressive distributed lag bounds testing approach. Applied Sciences (Switzerland), 9(8). https://doi.org/10.3390/app9081692

Sampson, H., Turgo, N., Acejo, I., Ellis, N., & Tang, L. (2019). ‘Between a Rock and a Hard Place’: The Implications of Lost Autonomy and Trust for Professionals at Sea. Work, Employment and Society, 33(4), 648–665. https://doi.org/10.1177/0950017018821284

Sattar, S., & Malik, M. S. (2019). The Effects of Despotic Leadership and Sexual Harassment on Emotional Exhaustion of Employees in Health Sector of Pakistan: Moderating Role of Organizational Cynicism. Review of Economics and Development Studies, 5(2), 269. https://doi.org/10.26710/reads.v5i2.587

Sangu, L. J., Weng, Q., Hu, E., Kitule, J. A., & Fang, Q. (2020). How Does Organizational Commitment Relate to Job Performance? A Conservation of Resource Perspective. Human Performance, 33(1), 52–69. https://doi.org/10.1080/08959285.2019.1699562

Tarba, S. Y., Ahammad, M. F., Junni, P., Stokes, P., & Morag, O. (2019). The Impact of Organizational Culture Differences, Synergy Potential, and Autonomy Granted to the Acquired High-Tech Firms on the M&A Performance. Group & Organization Management, 44(3), 483–520. https://doi.org/10.1177/1059601117703267

Ugaddan, R. G., & Park, S. M. (2019). Do Trustful Leadership, Organizational Justice, and Motivation Influence Whistle-Blowing Intention? Evidence From Federal Employees. Public Personnel Management, 48(1), 56–81. https://doi.org/10.1177/0091026018783009

Utami, N. M. S., Sapta, I. K. S., Verawati, V., & Astakoni, I. M. P. (2021). Relationship between Workplace Spirituality, Organizational Commitment and Organizational Citizenship Behavior. Journal of Asian Finance, Economics and Business, 8(1), 507–517. https://doi.org/10.13106/jafeb.2021.vol8.no1.507

Yasmeen, R., Bibi, M., & Raza, A. (2019). Impact of Organization Politics on Human Resource Management Practices and Employee Performance. SEISENSE Journal of Management, 2(2), 39–47. https://doi.org/10.33215/sjom.v2i2.118

Yudianto, I., Mulyani, S., Fahmi, M., & Winarningsih, S. (2021). The influence of good university governance and intellectual capital on university performance in Indonesia. Academic Journal of Interdisciplinary Studies, 10(1), 57–70. https://doi.org/10.36941/ajis-2021-0006

Zhang, Q. Z., Jiang, S., Liu, R., & Liu, H. C. (2020). An integrated decision-making model for analyzing key performance indicators in university performance management. Mathematics, 8(10), 1–16. https://doi.org/10.3390/math8101729
