Proactive Personality as Mediating variable between Career Skills, Servant Leadership and Subjective Career Success of Working Women: A Study from Private Sector Universities of Pakistan

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ABSTRACT

Purpose: To examine the effect of career skills and servant-leadership on intrinsic career success with surrogating effect of proactive personality traits.
Design/method/approach: Structural equation modeling has been applied to extract the statistical finding by applying MPlus Software.
Findings: Proactive personality traits mediates between the relationship of career skills, servant-leadership, and intrinsic career success.
Research implications: The model have a look at providing the suggestion for policy makers to hire and train highly educated faculty to participate in servant-leadership for the betterment of career skills and intrinsic career success, which improves institutional performance.
Originality: The research study examined the P-E fit theory and the model in this particular context of Pakistan is unique and constructed to suggest policy makers the techniques for advancing the career success of working women in academia.

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Introduction
Recently in few decades the servant-leadership is getting attraction of researchers and Worker’s commitment is considered as an incredibly vital nature of representatives inside the institutional environment. It relates to representative prosperity as well as character, organization, and
hierarchical execution (Rehan, Mumtaz, & Khan, 2021). Besides, it's far related with the development of the career of the consultant as its miles connected with extended employability. Putting resources into work commitment is, subsequently, in mild of a valid issue for the cutting-edge and future association and representative. Pioneers often count on a important component in both the increment and reduce of work commitment in their devotees eventually, offered every other hypothetical status quo and measure for drawing in authority, mounted within the fundamental necessities of self-Determination idea (SDT). Drawing in authority changed into to make certain emphatically connected with work commitment, via the increment of adherents' work assets. Pioneers, anyways, accomplish greater than allot and inspire work belongings, they affect exclusive organization approaches too. These institution strategies have, for this reason, an effect in the prosperity at institution degree, as occupation belongings impact the satisfaction of important requirements at man or woman degree (Hubaut, Guichard, Greenfield, & Blandeau, 2022). Yet, how do those social belongings that the organization stocks, both pioneer and group methods, influence individual prosperity? Moreover, how a lot do pioneers affect these institution strategies? This paper explores, the relationship among variables of the construct such as initiated and work commitment through essential requirements fulfillment and provides some other social asset of open clash requirements. To start with, work commitment and fundamental requirements achievement, as its proposed basic aspect, are offered. Then, the impact of pioneers on essential necessities success is examined, to at long final gift open war requirements as a social asset, to influence paintings dedication through a comparable tool (Mumtaz, Khan, & Rehan, 2021).

Review of Literature

In the current era, the interest in prosperity inside the operating environment has multiplied. The scholarly international and associations don't simply glance at execution but moreover whether representatives experience suitable working. This has brought about studies on commercial enterprise associated bad states as burnout and workaholism, yet similarly proper states as paintings commitment, according with the development towards a extra properly method in brain science. The final concept, work commitment, is full-size for institutions as representatives who are locked in help their prosperity, in addition to their presentation (Côté, Lauzier, & Stinglhamber, 2021; Rabiul & Yean, 2021). Work dedication is, for example, linked with effects as career execution, commercial enterprise execution, turnover expectation), hierarchical obligation, greater-job execution, patron reliability, but additionally consultant wellbeing Besides, drew in representatives assist their dedication via making their paintings and man or woman property and move their commitment to other humans. Putting assets into connected workers is, for this reason, an crucial desire that makes a at the same time beneficial situation for the individual and the affiliation (Ahad, Mustafa, Mohamad, Abdullah, & Nordin, 2021; Muisyo, Qin, Ho, & Julius, 2021).

Work commitment, some of the time alluded to as representative commitment or simply commitment, is characterized as a positive and fulfilling business associated attitude this is portrayed by means of life, devotion, and retention. Force is depicted as "increased degrees of power and intellectual versatility at the same time as working, the passion to place exertion in a single's work, and perseverance even notwithstanding hardships"; devotion is described by means of "sensations of a sense of significance, exhilaration, motivation, delight, and task", and assimilation is portrayed by "being completely idea and profoundly charmed in a single's paintings, via which time elapses unexpectedly and one experiences troubles with confining oneself" As a system to concentrate on paintings dedication, its predecessors and outcomes, the work requests property model (JD-R version) is habitually applied. The JD-R version shows that work traits can be characterized in one in every of two classifications: paintings requests, which are bodily, mental, social or hierarchical elements of the gig that require supported physical or doubtlessly mental exertion and are thusly linked with certain physiological in addition to intellectual prices; paintings assets, which can be bodily, intellectual, social or authoritative parts of the gig that are beneficial in carrying out paintings targets, reduce work requests and the associated physiological and
intellectual costs in addition to animate self-cognizance and improvement (Alsughayir, 2021; Chunyu & Liping, 2021). These paintings requests and assets incite two cycles. Initial, a well-being disability procedure, in which occupation requests foresee burnout, which is linked with terrible displaying and coffee worker health.

The next cycle, an inspirational interaction, hypothesizes that work belongings are emphatically related with execution and representative wellness via work dedication. Moreover, paintings property has a bad courting with burnout. Albeit the JD-R version has validated its helpfulness, it stays a clear model that determines relations between factors without giving a basic rationalization of why this dating could be so. One of the conceivable informative speculations is SDT, which proposes, in addition to other matters, a group of essential mental requirements which are characterized as "nutriments that ought to be secured via a living detail to preserve up with its improvement, honesty and well-being". The fulfillment of these requirements is essential for human beings to complete their proper ability, to thrive, feel linked with and to be safeguarded from weak spot and maladaptive running (Li et al., 2021; Utami, Sapta, Verawati, & Astakoni, 2021; Yudianto, Mulyani, Fahmi, & Winarningsih, 2021).

Three fundamental mental necessities are proposed: the requirement for independence (for example feeling the ability to act with a feeling of selection and volition), belongingness (for instance feeling loved and definitely focused on) and capability (for instance feeling effective). For positive, vital requirements had been observed to intercede the relationship among paintings assets and work commitment and, consequently, offer an predicted clarification for the persuasive interaction, as introduced approximately by the JDR model. The idea of necessities is not new in mind research and notion hypothesis. Need speculations are galore, going from conventional hypotheses as Maslow's necessities ordered development and McClelland's work on desires for accomplishment, connection and electricity, to later work on the requirement for reputation and SDT (Aina, Bratti, & Lippo, 2021; Gibari, Perez-Esparrells, Gomez, & Ruiz, 2021). As SDT is a common hypothesis that has shown its helpfulness in several existence spaces, for example, sports activities, schooling and paintings, there may be all of the more necessities, huge for the sphere of labor and hierarchical brain research regarding paintings commitment, than the 3 proposed needs inside SDT (as an instance independence, belongingness and relatedness). Accordingly, in mild of the work proposed an extra want, the requirement for significance.

This need alludes to seeing one's work as in particular large and big. Research proposes that representatives in positions with extra paintings belongings (for instance capability assortment and mission individual) experience extra significance, which, thusly, provides to their idea, execution, and fulfillment. Moreover, great work turned into considered as fundamental to a first rate (Crawford et al., 2020; Davis et al., 2020; Rashid et al., 2020). It can, consequently, be contended that seriousness acts an awful lot the identical manner as want would rise up of SDT. Although the relationship among work assets and important necessities has been concentrated previously, the emphasis changed into broadly speaking on belongings related with the substance of the paintings (project independence, know-how usage and enterprise associated enter, formative open doorways. Be that as it may, specific assets, as pleasant property, are massive too Engaging leadership (Besharati, Daneshmandi, Zareh, Fakherpour, & Zoaktafi, 2020).

One of the maximum compelling social assets inside the operating surroundings is the manner of behaving of the pioneer. In spite of the truth that management is one of the most concentrated on points in association sciences, its courting with paintings commitment isn't always extensively taken into consideration (Moretti et al., 2020; Sungu, Weng, Hu, Kitule, & Fang, 2020). discovered sixteen investigations resolving this inquiry, extra contemporary papers truely retain to cope with the importance of this connection. Groundbreaking administration turned into located to increment paintings dedication, to a few degree interceded by using idealism, obligation, weightiness, and
inventive manner of behaving. Other initiative patterns as legitimate, magnetic, and moral authority likewise had a high-quality courting with paintings commitment, interceded via task rationalization, hierarchical way of life and strengthening and boss help is for the maximum component determined to be related with extended stages of dedication (Alani, Khan, & Manuel, 2018; Geyer, Alexis, Putz, Jenni & Misra, 2017).

At first, administration changed into consolidated as a easy work asset inside the JD-R version. The effect of a pioneer, however, goes past that as pioneers have to distribute and alter both paintings requests and profession assets. Initiative is, definitely, emphatically related with distinct paintings traits as assortment, character, importance, independence and grievance, which, therefore, lead to work commitment as indicated with the aid of the JD-R version. To address the requirement for a extra great and nuanced spot of initiative within the JD-R model, the concept of drawing in management became provided. It expresses that pioneers inspire their representatives' levels of work commitment via zeroing in on satisfying their fundamental requirements. Through pleasing supporters' necessities, which had been gotten from SDT (as an instance independence, relatedness and capability) and crafted by Baumeister and Frankl; as an instance significance), drawing in pioneers enhance the tiers of dedication of their devotees (Muhammad, McElwee, & Dana, 2017; Zafar & Farooq, 2017).

All the more explicitly, fascinating pioneers persuade their supporters by expanding importance via transferring (as an instance enthusing them for targets and plans, reason them to experience that they upload to a sizable mission), expanding their talents through reinforcing (for example assigning undertakings, empowering to utilize their property), increasing relatedness via associating (for example empowering joint effort, advancing a excessive unity) finally expanding independence thru permitting (as an example conceding possibility and obligation, empowering to voice one's very own standpoint). Past exploration on different tremendous administration styles, as groundbreaking, genuine authority and Pioneer Part Trade (LMX), upholds the notion that fundamental requirements intrude the relationship amongst initiative and results additionally being and execution. Hetland located that groundbreaking initiative decidedly affected vital requirements fulfillment, even as dynamic management by means of unique case made a poor difference (Rahman, 2016; Sultana, Yousaf, Khan, & Saeed, 2016). Groundbreaking initiative likewise impacted work commitment via intervention of fundamental requirements success. A new meta-investigation on essential requirements confirmed that positive initiative approaches of behaving as a pioneer's independence and relatedness backing and pioneer element exchange are emphatically linked with nuts and bolts need fulfillment. For the requirement for significance, pioneers can saturate paintings with significance by way of motivating representatives to upward push above their very own requirements or targets.

This is found in groundbreaking authority, yet in addition characterised in valid pioneers. In light of this beyond examination and the conceptualization of drawing in authority in SDT, it is every day that vital necessities fulfillment intercedes the relationship between drawing in administration and paintings dedication. While initiative is vast, different social property likewise anticipate a important element for representatives. This is in particular valid for belongings at relational or institution degree, as maximum work in institutions is finished via cooperation. Groups assume an important part in each prosperity and performance, by using which some relational cycles are sizeable. One of those cycles is with no end in sight peace advertising (Kaabachi & Obeid, 2016; Ng, Gossett, Chinyoka, & Obasi, 2016). Where clashes have generally a massive, commonly regrettable, have an effect on in businesses and those, when valuable refereeing is capability, clashes aren't downright horrendous. Pioneers are, from their scenario, expected to take part in a few sort of peace promoting referred to as outsider manner of behaving, to affect the prosperity of representatives. However, colleagues are not uninvolved and could likewise participate in conduct to control clashes in the group. Laying out open conflict requirements or liberal conversation is one
of the ways of overseeing warfare in companies. It urges individuals to talk their questions, feelings and vulnerabilities, and its miles the standard of the group on how bunch people see and handle battle.

This advances, for instance, learning, as colleagues question their mind and look to parent out numerous viewpoints. This fantastic view on conflict advances receptiveness, collaboration and vital thinking and gives us another factor of view to offer peacemaking in the institution as some other social asset. The concept of open battle requirements and precious clash problems the traditional and well-known notion, which is likewise tested in different exploration that pioneers need to pursue selections without help from everyone else and in a while implement some type of consistence. All matters being identical, powerful pioneers consist of colleagues in liberal conversations and worth mind. It was contended that pioneers can have a getting through have an impact on by means of organizing more communique about with no end in sight peace promoting as a result foster the connections and essential abilities to clearly take advantage of it (Prouska, Psychogios, & Rexhepi, 2016). Past examinations observed that management changed into related with compromise viability of the group and that pioneers can urge colleagues to valuably address their competition. In SDT writing, it's far pondered that pioneers support essential necessities to the diploma that they apprehend the representatives' standpoint in conversations, provide decision the way to establish tips and forgo constraining methods of behaving and language.

This strains up with advancing receptive conversations and standards as people must to begin with offer their standpoint, realise the opposite colleagues' perspective, coordinate the mind and settle on an answer, instead of the pioneer to compel an answer, in order to convey down stages of independence support. A connecting with pioneer will, on this way, increase open clash standards, because it will make bigger the success of their fundamental requirements as pondered earlier than, following SDT, social setting elements in the working surroundings that have an effect on representative prosperity are to a great volume intervened by using fundamental requirements success. These factors all percentage practically speakme that they aid independence and exceptional requirements. At the factor while representatives experience greater assist for independence, they likewise experience extra related to the affiliation and sense greater a hit (Ali, Seny Kan, & Sarstedt, 2016).

Open battle standards are representatives' view in their institution and whether or not they trust they are able to determine to impart their perception or clashing thoughts or no longer. In accordance with SDT, the selection of imparting insights/clashes will uphold their sensation of independence and, hence, increment their important requirements all in all and in this manner, via implication have an impact on paintings dedication, as essential necessities achievement is proposed because the hidden issue for work commitment.

As those peace-making approaches of behaving as open war standards will affect critical requirements fulfillment, as contemplated previous, a connecting with pioneer will improve open clash standards and urge and supply independence to colleagues to supervise clashes themselves and provide ok help to do as such, as this could amplify their tiers of essential requirements success and paintings dedication (Crawford et al., 2020). This is, be that as it is able to, no longer by means of any way the best method for growing essential requirements as they will impact a huge variety of belongings to steer their supporters and not just this asset. Pioneers will, on this manner, have an impact on fundamental requirements thru all of the while creating important necessities via numerous property, in which open clash standards are most effective such a belongings.

This argumentation prompts the accompanying speculation. The Following research model is presented as follow in figure one. It can be seen there are five direct relationships, and two relationship are being mediated by proactive personality. Proactive personality mediates between
Servant-leadership and intrinsic career success of female faculty members working in private sector universities of Pakistan and another mediating relationship of proactive personality traits is between career skills and intrinsic career success of women working in academia. The data were collected from private sector universities of Punjab, Pakistan. The targeted population for this research study were female faculty members. Total 173 female faculty members participated in this study. Total 250 questionnaires were distributed from which 173 questionnaires were found fit for analysis after checking aberrant and missing values. Reliability and validity were also checked and found fit for structural equation modeling. SEM was applied by using MPlus software. The results have been found satisfactory and hypothesis of the study are being accepted upon meeting threshold values. The diagram is presented with statistical values to view the results and easy interpretations as follow:

H₁: Servant-Leadership has positively significant relationship with Proactive Personality Traits  
H₂: Career Skills have positively significant relationship with Proactive Personality Trait  
H₃: Proactive personality traits have positively significant relationship with Intrinsic Career Success  
H₄: Servant-Leadership has positively significant relationship with Intrinsic Career Success  
H₅: Career Skills have positively significant relationship with Intrinsic Career Success  
H₆: Proactive personality traits mediates between servant-Leadership, career skills and Intrinsic Career Success

This takes a look at adds to the writing in numerous approaches. In the first place, we add to the legitimacy of the concept of drawing in administration by way of learning its motive and its effect on work commitment through vital necessities fulfillment. Second, it's miles, as a long way as all of us is involved, the primary evaluation to check a refereeing method as open war requirements in a plan that isn't always related with battle or peacemaking, yet to advantageous persuasive ideas as fundamental requirements achievement and work commitment and present it as a social asset. At long remaining, this overview assessments the notion that numerous property influences each other and in particular initiative, as it is predicated that drawing in management could be related with open clash requirements, in which a pioneer utilizes this asset to effect important necessities achievement and work dedication

Methodology
Members of the overview have been supporters whose pioneer took component in an authority improvement application in a good-sized public coverage employer in Pakistan. 250 respondents
have been all approached to fill in a survey questionnaire but only 176 questionnaires were returned back, and 03 questionnaires were rejected due to missing values. The response rate remained 69.2% which is acceptable for such type of exploratory study. The researchers have used 7 point likert scale ranging 1 to 7. 1 stands for strongly disagree, 2 disagree, 3 moderately disagree, 4 neutral, 5 moderately agree, 6 agree and 7 strongly agree.

Essential want achievement was anticipated following the prescribed scales by way of Schaufeli to regulate the estimation of essential requirements fulfillment with the idea of drawing in authority .The commercial enterprise related fundamental necessities success scale (W-BNS) turned into applied, which incorporated the three essential requirements proposed by way of SDT: capability (check issue: I experience geared up at my unique employment), independence (check aspect: I sense like I can act certainly at my specific employment) and relatedness (take a look at component: At work, I feel a part of a gathering). These things were better by using a scale to survey the achievement of the requirement for significance (check factor: My occupation is large for me, individually. Both scales include each effective and pessimistic things, by way of which the preceding allude to require success and the remaining choice to require dissatisfaction. Costa, Ntoumanis, and Bartholomew and Vansteenkiste and Ryan contend that one shouldn't quantify need disappointment or maybe want unhappiness whilst investigating the connection among want fulfillment and prosperity, as need unhappiness and sadness are associated with sick being as opposed to prosperity. An unmistakable qualification was tracked down among the 3 awesome develops (as an instance want fulfillment, want sadness and want dissatisfaction) in addition to technique affects of fantastic and bad matters .Need fulfillment become truely observed to be all of the greater unequivocally connected with lifestyles success, imperativeness and high-quality forms of idea, even as want dissatisfaction turned into greater connected with discouraged impact, burnout and bodily protests .In any case, most scales have no particular subscales for these systems. Given our attention on prosperity and want achievement, we understood the thinking of Costa et al and simply included the want fulfillment (for instance nice) things, because the poor things reflect want dissatisfaction, we joined all things right into a preferred need achievement dormant build.

**Technique of Examination**
Structural Equation Modeling (SEM) has been applied to look at the amleness of the overall model and therefore accredited us to on the same time test the proposed speculations. The estimation model changed into first attempted to guarantee a reasonable qualification between the speculated thoughts and really check for normal strategy inclination and changed into differentiated to a one-element model thru confirmative element exam. The dormant builds of drawing in authority and important requirements had been addressed through their 4 specific aspects and requirements. Work commitment and open clash requirements have been displayed with the aid of their matters. At the point when the attack of the 4-thing estimation model is higher than the one-element version, the assault of the version can be advanced by way of using data from the trade lists, which recommends allowing errors to narrate. These sets will likewise be approved to correspond inside the underlying version. The following tables are presented to justify the findings as below:

<table>
<thead>
<tr>
<th>Table: 01 Model Results (DV):</th>
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<tbody>
<tr>
<td><strong>Estimate</strong></td>
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<tr>
<td>Carrer Success ON</td>
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<tr>
<td>S_Leadership</td>
</tr>
<tr>
<td>Pro_Personality</td>
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<tr>
<td>C_Skills</td>
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</tbody>
</table>
### Perceived Organizational Justice ON Model Results (Mediator):

<table>
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<tr>
<th></th>
<th>Estimate</th>
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<th>Estimate / S. E.</th>
<th>Two-Tailed P-Value</th>
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<tbody>
<tr>
<td>S_Leadership</td>
<td>0.325</td>
<td>0.074</td>
<td>4.415</td>
<td>0.000</td>
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<tr>
<td>C_Skills</td>
<td>0.210</td>
<td>0.068</td>
<td>3.091</td>
<td>0.002</td>
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### Model Results (Intercepts):

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<th>Estimate / S. E.</th>
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<tbody>
<tr>
<td>Pro_Personality</td>
<td>1.402</td>
<td>0.211</td>
<td>6.658</td>
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<tr>
<td>Career Success</td>
<td>1.033</td>
<td>0.275</td>
<td>3.756</td>
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### Model Results (Residual Variances):

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<th>Estimate / S. E.</th>
<th>Two-Tailed P-Value</th>
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</thead>
<tbody>
<tr>
<td>Pro_Personality</td>
<td>0.103</td>
<td>0.009</td>
<td>11.113</td>
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<tr>
<td>Career Success</td>
<td>0.150</td>
<td>0.013</td>
<td>11.113</td>
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### Model Results (R-Square):

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<tbody>
<tr>
<td>Proactive Personality</td>
<td>0.290</td>
<td>0.049</td>
<td>5.960</td>
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<tr>
<td>Career Success</td>
<td>0.329</td>
<td>0.049</td>
<td>6.726</td>
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</table>

### Model Results for Total, Total Indirect, Specific Indirect and Direct Effect:

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<th>Estimate</th>
<th>S.E.</th>
<th>Estimate / S. E.</th>
<th>Two-Tailed P-Value</th>
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</thead>
<tbody>
<tr>
<td>Effects from Proactive Personality to Career Success</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>0.166</td>
<td>0.077</td>
<td>2.173</td>
<td>0.030</td>
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<tr>
<td>Total Indirect</td>
<td>0.000</td>
<td>0.000</td>
<td>999.000</td>
<td>0.000</td>
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</table>

### Conclusion and Future Recommendations

The study represents the following statistical findings (H1) Servant-Leadership has positively
significant relationship with Proactive Personality Traits the T-values for the hypothesis are 0.325/0.074 = 4.392 which is higher that threshold 1.96, so the hypothesis is being accepted on statistical grounds. (H₂) Career Skills have positively significant relationship with Proactive Personality Trait has been proven true as the relationship aforesaid has 0.210/0.068 = 3.088, which is higher that threshold values, so the hypothesis is being approved on statistical values. (H₃) Proactive personality traits have positively significant relationship with Intrinsic Career Success is also accepted based on statistical findings which are 0.166/0.077 =2.156.

(H₄) Servant-Leadership has positively significant relationship with Intrinsic Career Success is also true in accordance with statistical interpretation having path coefficient, and standard deviation above the threshold values which are 0.430/0.092 = 4.674 it is beyond the threshold values. (H₅) Career Skills have positively significant relationship with Intrinsic Career Success true in statistical analysis, having 0.172/0.083 = 2.0723 and (H₆) Proactive personality traits mediates between servant-Leadership, career skills and Intrinsic Career Success is also proved true and accepted on the statistical basis having T-values 11.445. Future researchers are recommended for qualitative research design.

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