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Does my personality affect my competency? The role of gender identification and career adaptability among hotel employees

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The tourism industry is the fastest growing industry in the world amidst the increase in terrorism, climate change, political instability, and other indirect negative effects on tourism. In order to survive this vulnerable, evolving, and competitive market, it is important that employees put effort into ensuring the provision of satisfactory services to satisfy customers' demand. For this purpose, this research determines the effect of personality traits on career competency (career control, reflection on motivation, networking, work exploration, self-profiling, and reflection on qualities) with the mediating role of career adaptability (curiosity concern, confidence, and control) and moderating role of gender identification. Career construction theory and social identity theory were used to justify these relationships. A total number of 330 questionnaires were filled and after discarding incomplete ones, 311 were retained for analysis, yielding a response rate of 94.2%. Using Analysis of Moment Structure 22.0 and Statistical Packages for Social Sciences 20.0, to analysis the study, the findings aid managers and policymakers in designing the organizational roles and on-the-job training for employees. Moreover, the relationship between personality traits and career adaptability can serve as a blueprint in employee recruitment and provide a new insight into employee selection. Theoretical and practical implications were provided in the concluding part.

1 | INTRODUCTION

Despite several capricious shocks from natural disasters, terrorist attacks, health pandemics, and political instability, the tourism and hospitality industry continues to experience growth. According to World Travel and Tourism Council report in 2019, the sector provided 319 million jobs and made a 10.4% contribution to global GDP in 2018, as well as account for 20% of jobs created over the last 5 years. In order to survive this vulnerable, evolving, and competitive market, it is important that employees put in effort to ensure they provide satisfactory service to satisfy customers' unpredictable and predictable demands (Johnston, 2018).

Consequently, among the personal qualities needed for thriving career management, there has been more emphasis on career self-management.

Studies on career adaptability show that employees who possess higher adaptability have higher level of extra-role behaviors (Safavi & Karatepe, 2018), life satisfaction (Konstam, Celen-Demirtas, Tomek, & Sweeney, 2015), and lower work stress (Fiori, Bollmann, & Rossier, 2015). According to Safavi and Karatepe (2018), for frontline employees in the hotel industry to be able to accomplish career-related tasks and changes as well as handle occupational complexities, they must have career adaptability because employees who are adaptable tend to be more competent and efficient. As confirmed by previous inquiries, career competency refers to employee adaptability that allows them to fulfill career advancement obligations or gratify their career advancement requisites.

Based on the argument aforementioned, this research aims to determine the effect personality traits on career competency (career control, reflection on motivation, networking, work exploration, self-

profiling, and reflection on qualities) with the mediating role of career adaptability (curiosity concern, confidence, and control) and moderating role of gender identification. Career construction theory and social identity theory will be used to justify these relationships.

This research contributes to the tourism and hospitality industry, especially the hotel industry in the following ways. Very few studies have evaluated the effects of personality traits on career adaptability (see Gunkel, Schlaegel, Langella, & Peluchette, 2010) and especially in the case of the hotel industry, there has been no research to investigate these relationships. Therefore, this research attempts to reconnoiter the effect of personality traits as a personal resource.

Gebbels, Pantelidis, and Goss-Turner (2019) and Wang (2013) have examined career competency in the hospitality industry. A review of past literature shows that there is a gap with regards to the antecedents and consequences of career competency and career adaptability, respectively (Chan et al., 2015). Therefore, this research will explore the joint effects of career adaptability and gender identification as a mediating and moderator construct, respectively, between personality traits and career competency.

2 | CONCEPTUAL FRAMEWORK AND THEORY

In order to assess these relationships, studies have used the five-factor model (FFM) personality model. As argued by McCrae and Costa Jr (2004), FFM consist of sub-dimensions: openness, extraversion, emotional stability, agreeableness, and conscientiousness. Research reveals that as neuroticism level increases, career adaptability decreases (Specht, Egloff, & Schmukle, 2011). Gati, Landman, Davidovitch, Asulin-Peretz, and Gadassi (2010) opined that individuals with perfectionist or neurotic traits are not acquiescent to modification, which makes it difficult to have career development compared to individuals with other personality traits. A recent study by Park and Kim (2019) on the effect of consumers' personality traits on their omnichannel (OC) behavior found that individual differences are an intrinsic motivation factor that affects OC adoption.

From our observation, it can be said that there is limited empirical evidence with respect to the association existing between personality trait and career adaptability. Li et al. (2015) mentioned that there is a positive relationship between career exploration and personality traits through the mediation of career adaptability.

Due to limited empirical research and based on career construction theory (CCT), this current study will suggest a positive and direct relationship between personality traits and career adaptability in the hospitality industry. Savickas (2005), p. 43), explaining career construction theory, stated that with the theory "individuals construct their careers by imposing meaning on their vocational behavior and occupational experiences". In Porfeli and Savickas' (2012) opinion, this theory also asserts that vocational characteristics differentiate employees, and employees should, therefore, have the necessary personality to handle career stress at work and career demands (Chong & Leong, 2017). Therefore, we posit that.

Hypothesis 1 Personality traits have a positive relationship with career adaptability.

Career adaptability is defined by Savickas, 1997, p. 254) as "the self-regulatory capacity" to cope with career transitions and "unpredictable adjustments" prompted by changes in work and working conditions. According to Safavi and Karatepe (2018), the expectations, extra-role performance, and creative performance of frontline hotel employees are fostered by career adaptability. Similarly, Fiori, Bollmann, and Rossier (2015) opined that employees who are adaptable experience lower work stress and higher job satisfaction than their counterparts with low career adaptability (Ogunmokun, Eluwole, Avci, Lasisi, & Ikhide, 2020; Ukeje, Lasisi, Eluwole, Titov, & Ozturen, 2020).

Career competencies consist of knowing-whom, knowing-how, and knowing-why. The construct suggested to be an outcome of career adaptability in this research because career competency helps employees in accomplishing their career developmental obligations and assisting them to fulfill their job expectations (Wang, 2013), which is confirmed in the career construction theory that "adaptability resources help to form the strategies that individuals use to direct their adaptive behaviors."

Therefore this research will presume that career adaptability will have an influence on career competency; in that, the ability to adapt in careers is often motivated to explore different options and adjust to work conditions. Therefore, we hypothesize that:

Hypothesis 2 A positive relationship exists between career adaptability career competency.

There have been several debates in different empirical studies about the mediating role of career adaptability. Research by Maggiori, Johnston, Krings, Massoudi, and Rossier (2013) established that career adaptability partially mediates the relationship between professional insecurity, job strain, and well-being (general and professional). Moreover, career adaptability act as a mediator on the relationship between creative performance, extra-role performance, high-performance, work practices, and met expectations (Safavi & Karatepe, 2018). However, presumably, this study is the first to propose that career adaptability will have a mediating effect on the relationship between personality traits and career competency.

Individuals vary to the degree of their personality, which affects their ability to adapt to dynamic work environments that will consequently affect their assimilation and ability to fit into their work role (Li et al., 2015). As emphasized by career construction theory, employees are able to deal with challenges at the workplace due to self-regulatory strengths (Maggiori et al., 2013). When these strengths are complemented by personality traits, it is expected to have different outcomes. We believe that the dimensions of career adaptability (career curiosity and career concern) are important in predicting career competency. Career curiosity helps individuals to have career insights, establish career-oriented associations, as well as acquire and

improve career identity and job- or career-related skills. Therefore we posit that:

Hypothesis 3 The effect of personality traits on career competency is mediated by career adaptability.

Gender identification is defined as "the extent to which both males and females identify with their gender in-group, but also with their gender out-group" (Dambrun, Duarte, & Guimond, 2004, p. 289). Based on Tajfel and Turner's (1979) Social Identity Theory (SIT), people are often inspired to achieve or maintain a positive social identity because social identification often increases motivation to protect the status of their group; when people associate themselves with their gender in-group, they often work together to attain positive prominence. This theoretical model seems important; in that, there will be an understanding of the relationships between career adaptability, career competency, and gender identification. Based on CCT and SIT, we suggest that the causal means by which career adaptability affects career competency is gender identification.

Research by Coetzee and Harry (2015) revealed that gender is significantly related to career adaptability; nevertheless, Maggiori et al. (2013) claimed that there is no noteworthy association between career adaptability and gender.

More specifically, recent research revealed that gender identification moderated the relationship between behavioral measures and favoritism (Kaiser & Spalding, 2015). Despite these mentioned research stating that gender identification acts as a moderating variable, there is no research, to the best of our knowledge, that has

examined the moderating role of gender identification in the relationship between career adaptability and career competency. To bridge this gap, we state our final hypothesis:

Hypothesis 4 Gender identification moderates the influence of career adaptability on career competency such that the associations are reinforced when gender identification is low rather than high.

3 | METHOD

3.1 | Data collection and sample

This study uses a quantitative research approach for data collection from four- and five-star hotels in Istanbul, Turkey, as shown in the study Model (Figure 1). First of all, from the professional network of one of the researchers, a top personnel from the Hotel Association of Turkey (TÜROB). Questionnaires were attached to the association's websites, and managers of the four- and five-star hotels were contacted to ensure that all employees, irrespective of the level in their organizations, should fill the questionnaires. According to the association website, there are 100 five-star hotel members and 99 four-star hotels.

Back translation of the instruments was done by three subject-matter expert scholars who are fluent in both languages: from English to Turkish, and back to English, then Turkish as suggested by Yang (2008)). A pilot study with 50 hotel employees from both four-
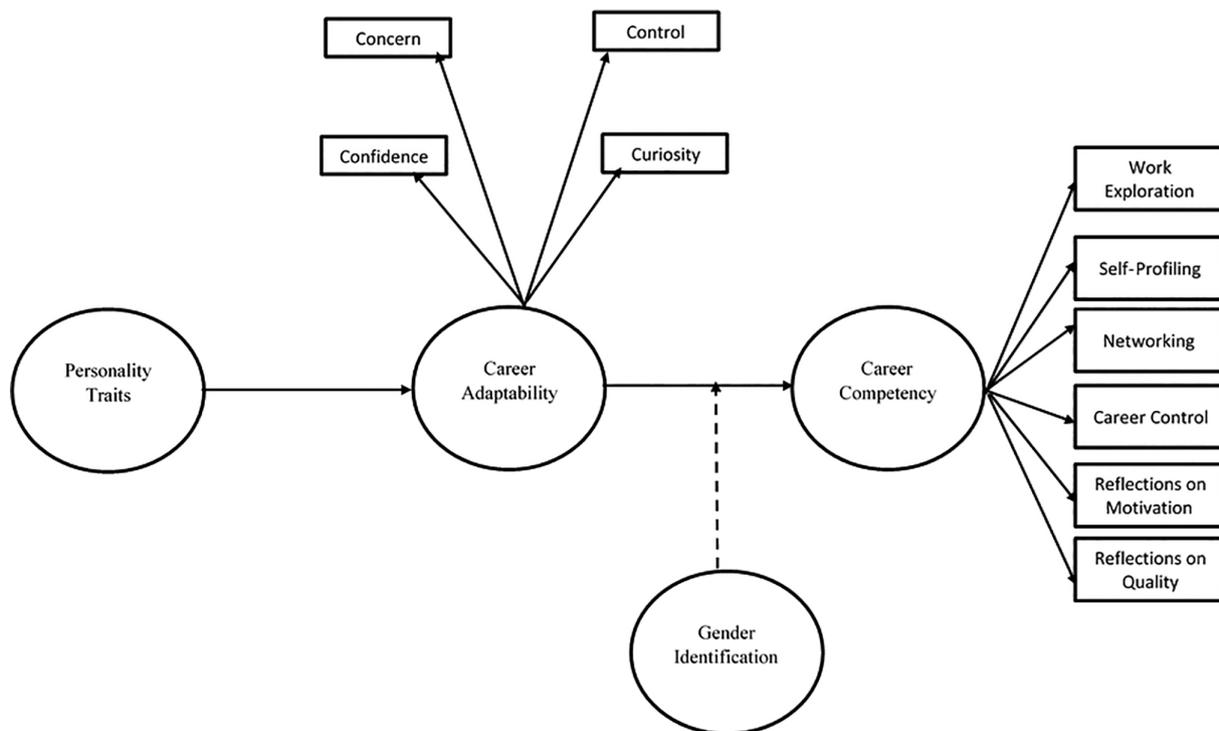

FIGURE 1 Study model

and five-star hotels was conducted before the actual research, and no alteration was deemed necessary from the results obtained. A total number of 330 questionnaires were filled between July and September 2019 and after discarding incomplete ones, 311 were retained (153 and 158 from four- and five-star employees, respectively).

3.2 | Measurement items

3.2.1 | Personality traits

To measure personality traits, we used the 10-item instruments from Gosling, Rentfrow, and Swann Jr's (2003) 10-Item Personality Inventory. The seven-point Likert scale had a range from 1, denoting "strongly disagree," to 7, denoting strongly agree. The scale measured personality using openness, extraversion, emotional stability, agreeableness, and conscientiousness dimensions. A sample item is: "I see myself as extraverted, enthusiastic".

3.2.2 | Career adaptability

Twenty four items from Savickas and Porfeli (2012) were used to assess employees' career adaptability (confidence, concern, curiosity, and control dimensions). These items have also been used to assess hotel employees' career adaptability. The sample items include "Working up to my ability" "Becoming aware of the educational and career choices that I must make". The five-point Likert scale had a range from 5, denoting "strongest," to 1, denoting not strong.

3.2.3 | Career competency

Twenty-one items from Akkermans, Schaufeli, Brenninkmeijer, and Blonk (2013) were used to assess career competency. These items were also used by Wang (2013) to assess the career competency of hotel employees. Sample of item for career control scale is "I can create a layout for what I want to achieve in my career," for reflection on motivation scale, "I know what is important to me in my career," for work exploration scale. The five-point Likert scale range from 5 to 1 (completely agree to completely disagree).

3.2.4 | Gender identification

Kaiser and Spalding's (2015) four-items were used to measure gender identification. Sample of question is "In general, belonging to my gender is an important part of my self-image" and measure on a seven-point Likert scale with 1, indicating strongly disagree, to 7, indicating strongly agree.

4 | RESULTS

A detail of our study's respondents with regards to demography is reported in Table 1. Specifically, our respondents were almost evenly distributed in terms of their age group. About 15.1% were 25 years old or younger, whereas only 5.5% were aged between 41 and 45 years old. The remaining of the sample was aged between 26 years and 40 years old. Thus, our sample is relatively young.

In terms of their education status, only 36.7% of the sampled group had less than tertiary education (primary and high school), others either completed an associate program or a bachelor program. The sample consists of mainly customer-contact employees (Security, Front office, housekeeping, etc.), back of office (Human resources and Accounting) represent only about 8.7% of the total sample. The full demographic result is given in Table 1.

4.1 | Data validity and reliability

To establish the convergent and discriminant validity of our data, we conducted a confirmatory factor analysis in AMOS 20.0. The result showed that all observed indicators converged on their underlying latent construct. The model fit statistics (: $\chi2$ = 2,229.49, df = 1,110, $\chi2/df$ = 2.01; CFI = 0.90; IFI = 0.90; TLI = 0.90; RMSEA = 0.057) indicated a good fit and all standardized loadings exceeded the minimum requirement of 0.5, the t-statistics of all loaded factors is greater than 1.96, thus confirming convergent validity. Standardized loadings, composite reliability score (CR), and average variance extracted (AVE) for each construct were within the acceptable values of 0.7 and 0.5, respectively (See Table 2). Furthermore, we performed a bivariate Pearson correlation with a two-tailed significant test. Result shown in Table 3 indicates that all constructs are moderately correlated (Cop, Alola, & Alola, 2020; Tarkang, Alola, Nange, & Ozturen, 2020).

4.2 | Hypothesis testing

Before proceeding with the actual hypotheses testing of the structural model, we checked for the normality of the data via skewness analysis. The skewness value for personality traits, gender identification, career adaptability, and career competency was 1.65, −1.34, −2.19, and −1.96, respectively, which were below the acceptable level of 3.0 (Kline, 2011), thereby demonstrating empirically that the data seem to have a normal distribution.

A comparison between our hypothesized fully mediated model ($\chi2$ = 1810.784, df = 930) and partially mediated model ($\chi2$ = 1818.88, df = 928) revealed a significant difference ($\Delta\chi2$ = 8.1, Δdf = 2). As shown in Figure 2, our proposed structural model shows the following fit statistics: $\chi2$ = 1810.784, df = 930, $\chi2/df$ = 1.947; CFI = 0.902; IFI = 0.902; PNFI = 0.768; RMSEA = 0.055. These findings implied that our proposed model has a reasonable fit with the data.

Our results (Figure 2) provided support for our proposed direct and indirect relationships. Specifically, personality traits related

TABLE 1 Respondent's profile (n = 311)

	Frequency	%
Age		
25 and younger	47	15.1
26–30	80	25.7
31–35	93	29.9
36–40	74	23.8
41–45	17	5.5
Gender		
Male	211	67.8
Female	100	32.2
Education		
Primary	28	9.0
High school	86	27.7
Associate	121	38.9
Undergraduate	76	24.4
Marital status		
Single	173	55.6
Married	138	44.4
Department		
F&B	110	35.4
Front office	65	20.9
House Keeping	54	17.4
Sales and Marketing	25	8.0
Human Resources	17	5.5
Security	30	9.6
Accounting	10	3.2
Position		
Employee	138	44.4
Intermediate Manager	111	35.7
Senior Manager	62	19.9
Organizational tenure		
Less than a year	129	41.5
1–5 years	116	37.3
6–10 years	27	8.7
11–15 years	11	3.5
16–20 years	28	9.0
Sectorial tenure		
Less than a year	73	23.5
1–5 years	134	43.1
6–10 years	44	14.1
11–15 years	13	4.2
16–20 years	41	13.2
21+	6	1.9
Hotel star rating		
4 Star	153	49.2
5 Star	158	50.8

negatively to career adaptability (Hypothesis 1, β = −0.97, t = 18.64), while career adaptability related positively to career competency (Hypothesis 2, β = 0.98, t = 9.50). Thus, hypotheses 1 and 2 were supported. Furthermore, our result stressed the mediating role of career adaptability. In essence, career adaptability fully mediates the linkage between personality traits and career competency (indirect effect = −0.95, z-score = −8.47; See Figure 2). This result lends partial support to our mediation hypothesis. To further confirm the full mediation effect of career adaptability, we used SPSS PROCESS Model 4 with 5,000 resampled cases via a 95% confidence interval to analyze the data. The result (Table 4) showed that personality trait negatively related to career adaptability (B = −1.34, t = −41.17), and career adaptability positively related to career competency (B = 0.27, t = 6.74). The indirect impact of personality traits on career competency through career adaptability was −0.36 (Lower level confidence interval, LLCI = −0.50, Upper level confidence interval, ULCL = −0.21). The confidence intervals are both on the negative side of the number line, hence confirming that career adaptability completely mediated the effect of personality traits on career competency. Therefore, Hypothesis 3 is supported.

The final hypothesis proposed a moderating effect of gender identification on the relationship between career adaptability and career competency. To investigate this hypothesis, we performed a moderated hierarchical regression analysis. Prior to the actual analysis, we mean-centered all the predicting variables before proceeding to the computation of the cross-product of the predictors in order to investigate the interaction effect. This was done to minimize the potential of multicollinearity issues.

To interpret the significant interaction effects, a simple slope regression chart was plotted with the unstandardized regression weights of all variables (Cohen, Cohen, West, & Aiken, 2003). The plots suggested that career adaptability–career competency was weaker when the level of gender identification is perceived to be high (see Figure 3). In all, Hypothesis 4 was supported. See Table 5.

4.3 | Discussion

The present study investigates the relationship between career competency and personality traits through the mediating role of career adaptability and the moderating role of gender identification. The finding demonstrates that career adaptability mediates the relationship between personality traits (Woo, 2018) and career competency. When the sub-dimension scale of career adaptability was evaluated individually, the highest point of EFA was shown in confidence while the lowest score in control and has a positive impact on personality traits. Drawing from social identification theory to proffer solution is vital, especially in times of difficult situations (Porfeli & Savickas, 2012). Career adaptability stands as a positive relationship between satisfaction and inversely related to work stress, stating that it is the vehicle to which individuals discover ideal work (Johnston, 2018; Maggiori et al., 2013). Although several scholars have related career adaptability with several outcomes (Tolentino

TABLE 2 Scale item and measurement properties

Construct and items	Standardized loadings	t-values	AVE	CR
Personality traits			0.91	0.98
"I see myself as Critical and quarrelsome"	0.957	Fixed		
"I see myself as Anxious and easily upset"	0.945	37.73		
"I see myself as Reserved and quiet"	0.951	39.00		
"I see myself as Disorganized and careless"	0.949	38.58		
"I see myself as Conventional and uncreative"	0.955	40.00		
Gender identification			0.90	0.97
"Overall, my gender group has little to do with how I feel about myself"	0.959	Fixed		
"My gender group is an important reflection of who I am"	0.958	40.88		
"My gender group is unimportant to my sense of what kind of a person I am"	0.926	34.44		
"In general, belonging to my gender is an important part of my self-image"	0.948	38.59		
Career adaptability			0.92	0.98
Concern				
"Thinking about what my future will be like"	0.722	Fixed		
"Realizing that today's choices shape my future"	0.738	12.12		
"Preparing for the future"	0.775	12.70		
"Becoming aware of the educational and career choices that I must make"	0.526	8.68		
"Planning how to achieve my goals"	0.516	8.52		
Control				
"Keeping upbeat"	0.519	9.42		
"Making decisions by myself"	0.540	9.85		
"Taking responsibility for my actions"	0.462	8.30		
"Sticking up for my beliefs"	0.541	9.86		
"Counting on myself"	0.770	14.87		
"Doing what is right for myself"	0.775	Fixed		
Curiosity				
"I like exploring my surroundings"	0.724	11.70		
"I like looking for opportunities to grow as a person"	0.551	9.12		
"I like investigating options before making a choice"	0.608	9.99		
"I observe different ways of doing things"	0.630	10.32		
"Probing deeply into questions I have"	0.470	7.84		
"Am becoming curious about new opportunities"	0.674	Fixed		
Confidence				
"I perform tasks efficiently"	0.488	8.85		
"I take care to do things well"	0.509	9.26		
"I am learning new skills"	0.688	13.25		
"I am working up to my ability"	0.581	10.80		
"I always overcome obstacles"	0.631	11.91		
"I like solving problems"	0.802	Fixed		
Career competency			0.93	0.99
Relational motivation				
"I know what I like in my work"	0.404	Fixed		
"I can clearly see what my passions are in my work"	0.654	6.83		

TABLE 2 (Continued)

Construct and items	Standardized loadings	t-values	AVE	CR
Relational quality				
"I know my strengths in my work"	0.609	Fixed		
"I am familiar with my shortcomings in my work"	0.416	5.64		
"I know which skills I possess"	0.549	6.93		
Networking				
"I know a lot of people within my work who can help me with my career"	0.573	Fixed		
"I know a lot of people outside of my work who can help me with my career"	0.734	10.11		
"I know how to ask for advice from people in my network"	0.679	9.61		
"I am able to approach the right persons to help me with my career"	0.719	9.97		
Self-profiling				
"I can clearly show others what my strengths are in my work"	0.680	Fixed		
"I am able to show others what I want to achieve in my career"	0.690	10.93		
"I can show the people around me what is important to me in my work"	0.644	10.27		
Work				
"I know how to find out what my options are for becoming further educated"	0.659	Fixed		
"I know how to search for developments in my area of work"	0.408	7.21		
"I am able to explore my possibilities on the labor market"	0.504	8.79		
Career control				
"I can make clear career plans"	0.548	Fixed		
"I know what I want to have achieved in my career a year from now"	0.675	8.87		\

Note: All loadings were significant. Model fit statistics: χ^2 = 891.933., *df* = 375, χ^2/df = 2.38; CFI = 0.96; PNFI = 0.80; RMSEA = 0.060.
Abbreviations: AVE, Average variance extracted; CFI, comparative fit index; CR, composite reliability; PNFI, parsimony normed fit index; RMSEA, root mean square error of approximation.

TABLE 3 Correlation of study variables

	Constructs	1	2	3	4	5	6	7
1	Gender			1				
2	Organizational tenure	−0.32**	1					
3	Sectional tenure	−0.18**	0.59**	1				
4	Personality trait	0.62**	−0.49**	−0.30**	1			
5	Gender identification	−0.58**	0.47**	0.20**	−0.89**	1		
6	Career adaptability	−0.48**	0.38**	0.27**	−0.92**	0.83**	1	
7	Career competency	−0.50**	0.37**	0.25**	−0.90**	0.85**	0.89**	1

Note: **p = .01, *p = .1.

et al., 2014), this research checked the relationship of career adaptability on personality traits and found a positive relationship. Moreover, personality trait was used to predict the outcome of employee's career competency. The findings show that individual's personality has a positive effect on career competency. Furthermore, career adaptability as a mediator was shown by previous scholars as a mediating variable in the relationship between career engagement and career exploration (Li et al., 2015). Our study shows that career adaptability may regulate the mechanisms through which the predicting variable affects the outcome. In regards to extraversion as one of the
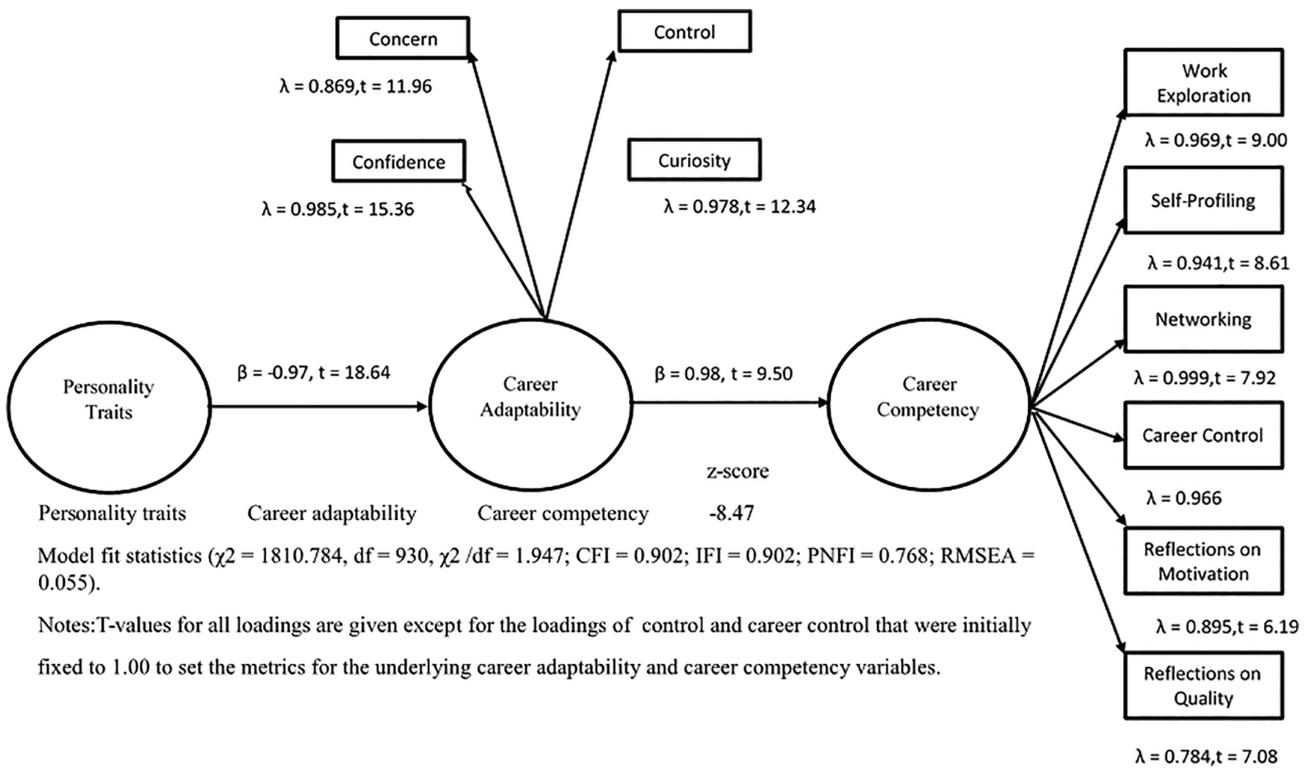
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FIGURE 2 Result of structural model test

TABLE 4 Bias-corrected bootstrapped result

Hypothesized relationship	Indirect effect	SE	LLCI	ULCI
Personality traits ← Career adaptability → Career competency	−0.36	0.07	−0.50	−0.21

Note: Bias-corrected bootstrapping analysis was conducted with 5,000 resampled size at 95% confidence interval. The indirect effect was calculated using the unstandardized coefficient.

Abbreviations: LLCI, lower level confidence interval; ULCI, upper level confidence interval.
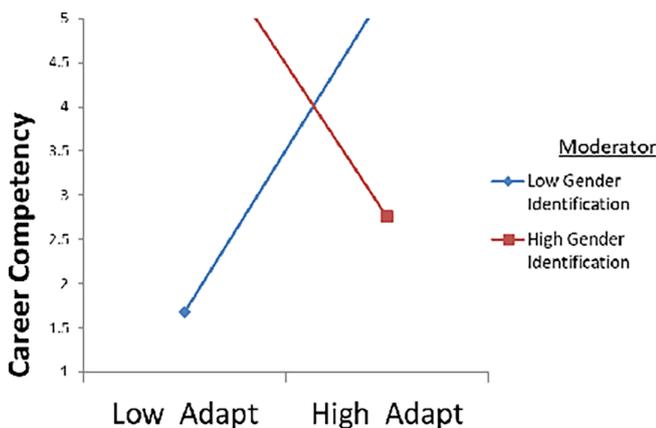
FIGURE 3 Moderation effect of gender identification on the association between career adaptability and career competency (Gender identification dampens the positive relationship between career adaptability and career competency)

dimensions of personality traits, the mediating effect of career adaptability between personality traits and career competency was supported. Career adaptability fully mediates the relationship between the study variables (Li et al., 2015). Adding to the existing body of knowledge, personality traits affect career competency, showing that these traits encourage career adaptability, which is vital to the organization. In addition, the developed model and the indirect effect of personality traits on career competency have significantly contributed to SIT and CCT. Thus, confirming the assumption that personality traits affect career competency. Furthermore, our study shows that gender identification moderates the effects of career adaptability on career competency such that the association is low rather than high. We checked the moderating effect of gender identification on the association between career adaptability and career competency and found out that gender identification weakens the positive relationship between career adaptability and career competency.

TABLE 5 Moderated hierarchical regression analyses predicting career competency

Variables	Career competency		
	Model 1(β)	Model 2(β)	Model 3(β)
Career adaptability	0.89**	0.60**	0.07
Gender identification		0.35**	0.44**
Career adaptability × Gender identification			−0.50**
R^2	0.79	0.83	0.87
Change in R^2		0.04	0.04
Change in F		68.13	84.71
Significant F change (p<)		.001	.001

Note: ** represent significance levels at −0.50.

5 | CONCLUSION

5.1 | Theoretical implication

Career adaptability (CA) as one of the components of CCT distinctively specifies that adaptability dimension predicts career behavior. Therefore, the present study considers career adaptability to predict employee career competency. This study presents some theoretical implications, firstly, each of the variables discussed is vital for human resource management in employee selection and training (Alola & Atsa'am, 2019; Alola, Avci, & Ozturen, 2018). Secondly, gender identification dampens the positive relationship between career adaptability and career competency as shown in Table 5. This is a vital finding in the study due to some extant previous literature on the antecedent of career adaptability (Kaiser & Spalding, 2015). As CCT predicts, individuals are able to manage career demands and the provision of resources combining with gender identification to provide career competency (Rossier, Zecca, Stauffer, Maggiori, & Dauwalder, 2012). For example, employee adaptation to a career makes it easier to manage the career that leads to individual career competency. In short, all the indicators of career adaptability suggest a connection to career competency. Thirdly, CA is the underpinning mechanism linking personality trait to career competency. This study expands the extant literature, since they fail to show how personality trait leads to employee outcome (career competency).

5.2 | Practical implications

The study presents a practical implication, which is of great relevance to the ever-growing competitive work environment. Therefore, the findings are said to assist managers and policymakers in designing the organizational roles and on-the-job training for employees. Firstly, the personality trait of an employee is vital in the ever-competitive environment; therefore, the relationship between personality traits and career adaptability can server as a blueprint in employee recruitment, that is, how fast an employee can adapt to the new job (Lasisi, Eluwole, Ozturen, & Avci, 2019; Lasisi, Ozturen, Eluwole, & Avci, 2020). Secondly, the finding provides empirical insight into employee selection (Woo, 2018). Paying detailed attention to career adaptability is critical for new employees; the effect of individual traits is synonymous with adapting ability, which will indirectly reduce turnover intention (Alola, Olugbade, Avci, & Öztüren, 2019). Thirdly, the present study encourages career competency in a scenario where there is a need for employee information on work effectiveness—this can guild as a basis. Moreover, for career coaching, employees that are identified in relation to personality traits and career adaptability can be coached to assets and obstacles in career competency.

5.3 | Limitations and future directions

Despite the robust findings and implications of the study, the limitations cannot be overlooked. First, the study employed a cross-sectional design method to examine the relationship of the study model. As suggested by Savickas (2005), employing a longitudinal study will help to address the causal direction effect of the variables on each other. Moreover, the longitudinal design will aid in the examination of orientation, exploration establishment as the cycle of adaption in the organization.

Secondly, another limitation is the concern for common method bias. The study tested for common method bias using Harman's single factor method. Due to the fact that our study was collected from a single source, it could not outrightly be protected from potential bias (Podsakoff & Organ, 1986). Therefore, a future study could use a multi-source of data collection to minimize or totally eliminate the potential for common method bias.

Thirdly, the study uses career adaptability as a mediating variable (Udayar, Fiori, Thalmayer, & Rossier, 2018; Woo, 2018) and gender identification as a moderating variable (Kaiser & Spalding, 2015). Further study should consider other constructs like career attitude, career learning, career indecision, and gender identification as a mediating variable.

Lastly, our study used the five-factor model to understand the role of personality on career variables, and future research should consider other personalities such as supernumerary personality traits Cloninger's psychobiological model of personality, supernumerary personality traits, and HEXACO (Feher & Vernon, 2020) to better understand other personality factors that can affect career competency and adaptability.

CONFLICT OF INTEREST

The authors disclose that there are no potential conflicts of interest at any level of this study.

COMPLIANCE WITH ETHICAL STANDARDS

The authors have prepared the manuscript in accordance with the ethical standards.

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