

Career Adaptability and Job Engagement: Testing the Mediating Effect of Orientation to Happiness in the Healthcare Sector

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Abstract

The study aimed to determine career adaptability among healthcare workers in Pakistani hospitals, identify the level of job engagement, and determine the mediation role of orientation to happiness. This study addresses the changing patterns of careers in the light of career construction theory. One hundred fifty healthcare clinical staff members filled out a questionnaire. Concerning career adaptability, the study concluded that the employee's orientation primarily influenced happiness. Moreover, this study predicted that there might be an underlying significant relationship between job engagement and career adaptability. These outcomes suggest that career adaptability is influenced by the orientation of happiness of an employee and helps them to engage better in their work. This study concludes that healthcare workers who experience satisfaction and pleasure in the workplace are more adaptable. Therefore, measures to ensure healthcare personnel satisfaction and happiness are needed. It is the first study investigating the framework of career adaptability in the healthcare sector, and these findings and outcomes add valuable information to contemporary career literature.

Keywords: Career Adaptability, Job Engagement, Orientation to Happiness, Healthcare

1 Introduction

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In the present work environment dynamics, employees are considered more creative and innovative while adjusting to the job requirements (Biemann et al., [2012](#); Grass et al., [2020](#); Rasheed & Weng [2019](#); Uhl-Bien & Arena [2018](#)). Nowadays, an employee's ability to cope with change and challenges is highly considered (Biemann et al., [2012](#); Briscoe et al., [2006](#); Sullivan & Arthur [2006](#)). Different factors affect the employee's ability at the workplace (Savickas, [2011](#)), and those challenges include a lack of proper instructions, extended working hours, and low or no career development opportunities. Employees' changing dynamics significantly impact their performance and perception of the job (Cai et al., [2023](#)).

Career adaptability enables people to make rational choices regarding their career path and deal with workplace challenges by comprehending themselves and their jobs (Chen et al., [2022](#); Creed et al., [2009](#)). Career adaptability is considered a skill that can be learned with time. People with relatively higher adaptability skills should make more practical and clear-sighted decisions than others (Ebberwein et al., [2004](#); Roth, [2022](#)). The factors contributing to career adaptability have been closely studied in numerous corporate sectors in recent years (Rudolph et al., [2017](#)). Therefore, healthcare workers are supposed always to learn new skills and learn required working techniques to cope better with given circumstances. That's why it was helpful to assess the forces that impact the career adaptability of medical students as they transform into professional healthcare workers (Tian & Fan, [2014](#)). Also, career construction theory proposes a basis for career development practices, and it enables professional counselors to advise their clients to make the right choices and have successful careers. Recent studies primarily cover the correlation and measurement of career adaptability. They offer rich knowledge of the procedures of adaptive career development with time (Chen et al., [2020](#); Rudolph et al., [2017](#); Savickas [1997](#)).

The concept of job engagement is becoming increasingly important in the healthcare industry. An employee's level of job engagement results in productivity, patient care quality, and retention of employees in the medical field (Bakker & Demerouti, [2008](#); Ghazawy, et al., [2021](#); Tullar et al., [2016](#)). The first crucial step to motivating employees is understanding work-based scenarios that drive engagement (Gruman & Saks, [2011](#)). Despite the growing number of studies that have identified the extent to which working conditions contribute to employment participation in health industries working in institutionalised acute care settings such as hospitals and mobile surgical centers, it is essential to identify other potentially stressful working conditions to manage these personnel best (Brunetto et al., [2013](#); Laschinger & Finegan, [2005](#)).

Among healthcare professionals' positive mental health characteristics such as happiness are not well studied in developing countries like Pakistan, so further research is needed. The UN General Assembly, whose members include heads of state, states that the ultimate goal of each individual is happiness. To quantify a person's overall happiness, this study analyses the enjoyment, positive emotions, involvement, and purpose in a person's life (Durón-Ramos et al., [2022](#)). However, most of the time, experiencing happiness does not mean eradicating the bad aspects of life because it may also be vital in certain situations. Individuals with relatively higher levels of happiness at work are said to have better healthcare system efficiency, which suggests the critical necessity of work environments that foster happiness among healthcare employees. As described by Fiori et al. ([2015](#)), these research studies indicate that, although outcomes related to career adaptability have been studied, not much effort has been devoted to determining the prime source that leads to better adaptability of employees, resulting in positive outcomes. The study presents theoretical considerations about how adaptation might promote improved job engagement. To observe the connection between the career adaptability variable and the job engagement variable among the healthcare sector workers promoting the profession's positive outcomes (Tahiry et al., [2023](#)). This study's main objective was to investigate the causes of enhanced job engagement and increased adaptability in the working environment. It helped identify the factors leading to meaningful engagement and pleasure experiences. It covered the positive association between career

adaptability and job engagement of employees working in the healthcare unit. This study examined the specific factors that affect an employee's capability to find deeper meaning regarding their job. It was an attempt to focus on increased job engagement of a healthcare worker who experiences unforeseen situations regularly.

Previous studies reveal that a healthcare worker's job adaptability and level of job engagement positively impact their capacity to cope with the issues they encounter (Cabrera-Aguilar, et al., [2023](#)). The study sought to identify the deeper meaning of employment in the healthcare industry for workers, such as "having a positive attitude, maintaining high moral standards, having exceptional skills, and contributing to the betterment of the lives of others" (Peterson & Park, [2005](#)). Additionally, it aims to explore the correlation between these various factors. A study investigating the correlation between these factors was not discovered in the literature. Determining healthcare employees' career adaptability skills and their influences can help design activities that contribute to better professional adaptability during their training (Haenggli & Hirschi, [2020](#)).

This study proposes three significant developments in the medical management literature. The first point is that unpredictable work situations are not considered within the healthcare industry, which is the basis for this study. This is significant because of the theoretical and empirical significance of career adaptability. The study will examine the broad aspects of career adaptability and the more specific environments in which health workers work, with the intent of better understanding the predictors of job engagement, like psychosocial working conditions. The set of these given conditions is changeable. Thus, the conclusive study will benefit people working in the healthcare field by providing them with fresh insight into techniques that could enhance workers' energetic and motivating skills. This study will also consider job satisfaction as a differentiating factor compared to other variables concerning working conditions and job engagement. A relatively new notion is job engagement, and further research is needed to identify the differing association between the many determinants of engagement, like job satisfaction. The current analysis further contributes by including past studies on healthcare employees' job engagement levels and looking into characteristics that may promote job engagement and satisfaction. Workload factors like emotional complexity and cognitive demands are essential for healthcare staff, and workloads may be under-appreciated or neglected if they are not considered. This approach is context-specific and can provide more in-depth information on the elements that impact work engagement, which can be valuable in figuring out how to allocate or manage employees.

In light of these facts, experts have been studying the correlation between career adaptability and job engagement. The research examines how several job-related characteristics influence career adaptability and job engagement. A better understanding of the relationships between these elements can strengthen human resource practices.

1.1 Problem Statement

Greater Career Adaptability of an employee leads to better job engagement. Research has proven that career adaptability in healthcare staff is linked with employees' positive and mindful participation (Federici et al., [2021](#); Zyberaj et al., [2022](#)). However, very little work has been done to study the combined effect of all four aspects of career adaptability contributing towards better job engagement and orientation to happiness in healthcare workers of Pakistan. The influence of career adaptability on the deeper level of job engagement is still unclear. It has been shown that career adaptability increases work happiness and that employees respond better to workplace challenges. Career Adaptability is considered to be the direct predictor of an organization's actual performance. More information is required to study the relationship between an employee's readiness to cope with workplace dynamics and his better performance. Therefore, the main objective of this study was to perform a survey measuring the contributing factors to better job

performance and to investigate the direct link between career adaptability and job engagement.

1.2 Research Objectives:

- To study the relationship between career adaptability and job engagement in the healthcare sector.
- To study the relationship between OTH and job engagement.
- To study whether orientation to happiness mediates the relationship between career adaptability and job engagement.

1.3 Research Questions

The study attempts to answer the following queries:

Research Question 1:

Are career adaptability and job engagement among healthcare employees related?

Research Question 2:

Is there a mediating effect of orientation to happiness on the relationship between career adaptability and job engagement?

1.4 Significance of Study:

Healthcare personnel make up the main body of any health system. They are defined as individuals who conduct ethical and evidence-based medicine after getting clinical training. Satisfaction and happiness among healthcare workers are often disregarded at medical colleges as well as at the training level (Cai et al., [2023](#)). Doctors are always encouraged to remain neutral when offering medical assistance. Healthcare personnel are people, and mental balance is essential for both the ability to work productively and the ability to lead a healthy personal life. Work stress occurs due to healthcare employees' differing expectations of their roles as they experience them (Lambert & Lambert, [2001](#)). When developing and implementing policies and programs for health workers, research is required to provide evidence that serves as a baseline from which progress can be measured. This was an attempt to measure some parameters in addition to career adaptability and its association with the happiness of healthcare professionals in public and private institutions in Pakistan.

2 Literature Review

2.1 Career Adaptability & Job Engagement

According to Super and Knasel ([1981](#)), "career adaptability" is considered an essential factor in career success as well as in adult career development (Super & Knasel, [1981](#)). Scholars defined it as "the readiness to handle typical challenges associated with preparing for and engaging in one's job role as well as the complications caused by work and workplace conditions". Recent studies explain it as a tendency to affect how an individual perceives their ability to plan and react to changes in career plans, which they refer to as career indecision in the face of unanticipated circumstances (Rottinghaus et al., [2005](#)). These definitions refer to the interconnection of an individual and his environment and emphasise the relevance of the individual's self-regulatory skills while addressing unique, non-maturational challenges at the workplace.

The four aspects of career adaptability are concern, curiosity, confidence, and control. While career preparation and prospective career direction demonstrate concern, the individual is preoccupied with other things (Jiang et al., [2023](#)). An attitude of curiosity involves experimenting with different working conditions and career choices. The power to solve difficulties and handle whatever comes your way is derived from your confidence level. Control illustrates that the individual's career-shaping decisions are purposeful and personal (Savickas & Porfeli, [2012](#)). Also known as adaptability resources, these career adaptability qualities are usually seen as self-regulatory strengths that help people meet present or future challenges (Savickas, [1997](#); Savickas & Porfeli, [2012](#)).

The theory of career construction is a comprehensive philosophy of career development. The theory approaches vocational behaviour from a developmental, differentiated, and dynamic perspective (Savickas, [1997](#); Nayak, 2020). The theory, which takes a lifespan developmental approach, tries to explain how people merge their vocational self-concepts with their work positions throughout their careers. Career construction theory concerns how individuals cope with work-related responsibilities, transitions, and challenges. Within career construction theory, the concept of adaptation postulates that individuals exert control over their professions by the adaptive application of a set of psychosocial resources that aid in the management of these expectations (and, thus, the integration of the self at work) over time (Hirschi, [2009](#); Rudolph et al., [2017](#); Savickas, [2011](#); Savickas & Porfeli, [2012](#)).

Additionally, career construction theory recognizes a variety of individual differences (e.g., personality, interests) that influence how successfully people integrate their self-concepts with their work roles (the results of which are referred to as "adaptation results"; Savickas, [2013](#); Savickas & Porfeli, [2012](#)). To be more precise, the career construction model of adaptation postulates that individuals differ in their willingness ("adaptively" or "adaptive readiness") and ability ("adaptability resources" or "career adaptability") to respond to changing environmental conditions ("adapting responses"). Thus, as a phased sequence of interrelated processes, the adaptation model implies that adaptively influences career adaptability, which influences adapting responses and, eventually, adaptation outcomes.

Job engagement, as defined by the theory of psychological meaningfulness, safety, and availability at work, is a motivating state, and it promotes essential outcomes such as job performance, citizenship behavior, job satisfaction, and organizational commitment (Christian et al., [2011](#); Rossier et al., [2012](#)). In light of recent studies, researchers have identified three aspects of job engagement (Kahn, [1990](#); Mazzetti et al., 2023). These are physical engagement, emotional engagement, and cognitive engagement (Anić & Tončić, [2013](#)). So, it can be said that engaged employees are vested in their organizations through their emotional, mental, and behavioral elements. This is the case with most current work, even though most researchers have described job engagement as a single unit rather than a three-dimensional construct (Deepa, [2020](#)). Noticeably, physical engagement pertains to the physical components of a job (the effort expended by the workers to do the jobs) (Hess et al., [1986](#); Shifrin & Michel, 2022). Emotional engagement is characterized by excellent working relationships with supervisors and colleagues and an increased ability to connect with people (Abraham, [2012](#)).

In contrast, cognitive engagement focuses on employees' abstract capacities toward organizational goals (Kahn, [1990](#); Rich et al., [2010](#)). Career adaptability has previously been characterized as a single construct and is connected with increased job fulfillment (Fiori et al., [2015](#)), calculated career planning (Chong & Leong, [2017](#)), and better performance (Rossier et al., [2012](#)). Given that job engagement plays a critical protective role in assisting healthcare workers in overcoming adversity (Vinje & Mittelmark, [2007](#)), it may be essential to evaluate aspects that result in enhancing employees' engagement and efficiency (Leiter & Maslach, [2003](#)). Healthcare personnel face significant psychological stress daily. As a result, developing a pleasant work environment and implementing administrative procedures that boost their performance are necessary (López-Cabarcos, et al., 2020). If given favorable working conditions, employees are expected to be more engaged and considerate in their work activities. Job engagement is a function of working conditions, such as job demands, job resources, and an employee having control over his work (Bakker & Demerouti, [2008](#); Van den Heuvel et al., [2013](#)). It is also a function of an individual's resources, so career adaptability can influence engagement, as previously suggested by career adaptability and engagement models (Rossier et al., [2012](#)). Thus, the present study hypothesized the association between job engagement and career adaptability.

H1: Career Adaptability is positively associated with Job engagement.

2.2 Mediation of Orientation to Happiness between Career Adaptability and Job Engagement

Happiness has long been regarded as a necessary component of life (Pollock et al., [2016](#)). Aristotle (384–322 BC), an ancient Greek philosopher, suggested that happiness is the supreme motivation of people's deeds. The United Nations (UN) also declared happiness a critical human objective (Paiva et al., [2016](#)). There are various definitions regarding happiness as a framework, but they all entail coming across a positive emotional experience. Seligman's authentic happiness theory divides the idea of happiness into different components: the pursuit of pleasure, the pursuit of engagement, and the pursuit of meaning (Seligman, [2002](#)). Pleasure seeking is a fundamental degree of satisfaction that is defined by emotional expressions such as smiling or laughing, as well as brief actions which increases pleasure while minimizing discomfort (Jiang et al., [2023](#)). All cognitive and emotional resources, strengths, and skills are applied when an individual is engaged in a task. According to Seligman and Csikszentmihalyi ([2000](#)), joy is not immediately felt while immersed in a task but is the result of a flow experience that stimulates and evokes happiness. The last approach is pursuing meaning, which is considered ultimate happiness in the light of the theory of authentic happiness. The researcher argues that an individual might gain a feeling of purpose by serving something greater than oneself, such as their family, community, religion, or organization. Peterson and Park ([2005](#)) state that a greater count on given happiness dimensions equates to a complete life. All three dimensions of happiness must be pursued to live life to the fullest extent, as they are linked to a life motivated by self-control and innate motivation (Peterson & Park, [2005](#)). At the same time, a low score on these dimensions represents a life devoid of meaning. Pursuing pleasure exclusively, often called hedonism, is related to an aimless life and a lack of self-discipline. According to experts, healthcare workers are the backbone of the health system (Anand & Bärmighausen, [2012](#)). Healthcare professionals are considered to be a component of the health workforce. Hence, health workers have received official training in providing curative, preventive, and promotional healthcare services to human beings (Cometto et al., 2020).

Both employment and job satisfaction are critical, as people who work spend most of their lives at work. A recent study concluded that personal and workplace factors contribute to the satisfaction of healthcare practitioners (Nakra & Kashyap, [2023](#)). The known determinants are age, gender, behavior, and physical and mental health. This study aimed to determine the association between job satisfaction and workplace environment and the happiness of healthcare workers. Happiness is a defining characteristic of positive effect, which includes both the experience of happy emotions and the perception of a meaningful and virtuous life (Berkland et al. [2017](#); Lyubomirsky et al., [2005](#); Walsh et al., [2018](#)). In 2017, the World Health Organization claimed that job satisfaction is linked with efficiency and productivity. More data supports the fact that healthcare workers experience more distress, burnout, and depressive symptoms than other professionals in other sectors (Kokonya, [2014](#); Brand et al., [2017](#); Dyrbye et al., [2017](#); Lafreniere et al., [2016](#)). While it is critical to investigate concerns and obstacles, it is also crucial to focus on empowering sides of their profession. While good attitudes and experiences do not necessarily preclude negative encounters, they serve as a buffer for healthcare personnel (Einarsdóttir, [2012](#)). In recent years, there has been an increase in empirical studies testing and studying happiness among healthcare workers. Thus, the research aims to systematically evaluate contemporary literature to ascertain the importance of career adaptability and job engagement on the happiness of healthcare professionals.

H2: *Orientation to happiness is positively associated with job engagement.*

H3: *Orientation to happiness mediates the relationship between Career Adaptability and Job engagement.*

2.3 Theoretical Framework

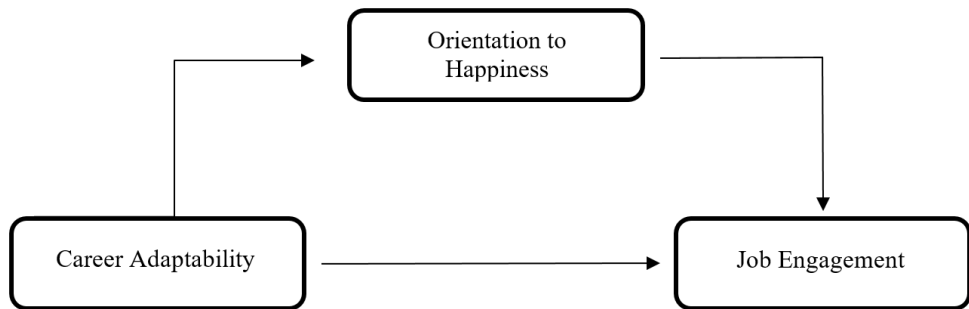


Figure 1: Conceptual Framework

3 Methodology

Scholars used a convenient approach for collecting data. Data from the sample population was gathered quantitatively using a questionnaire. Moreover, Qualtrics was the software utilized to collect the data.

3.1 Sampling

The study concentrated on healthcare workers in various health-related areas, including dental, medicine, nursing, physicians, and physiotherapy (N=150). Researchers used convenient sampling for the research. To assess healthcare workers' career adaptability and job engagement, the sample consisted of In this regard, researchers contacted 200 or more medical practitioners who completed the questionnaire, providing a representative sample of 150 responses. By the Rule of 150 Sofroniou and Hutcherson ([1999](#)), 150-300 subjects must be considered when the variables are correlated.

3.2 Measures

Career Adaptability

The Career Adapt-Ability Scale was applied to assess career adaptability ([2012](#)). CAAS consists of 24 questions and has been used in numerous research as a reliable indicator of career adaptability (Savickas & Porfeli, [2012](#)). On a 5-point Likert scale, respondents were asked to score their experience.

Orientation to happiness (OTH)

Peterson et al. developed and validated the Questionnaire to evaluate an individual's happiness. The orientations are the three key constructs that the 18-item questionnaire measures. There were six items on a 5-point Likert scale for every happiness orientation.

Job Engagement

The scale created by Rich et al. ([2010](#)) was used to assess job engagement. According to Kahn's (1990) definition of engagement, three 6-item subscales are generated: physical, emotional, and cognitive. The respondents were asked to rate on a 7-point Likert Scale how they felt about the statements asked.

Data collection

Respondents answered an online questionnaire that included items about the research's variables (i.e. career adaptability, Job engagement, orientation to happiness). Individuals completed the

digital questionnaire in their spare time after it was shared by email and a link on social media platforms like Instagram, WhatsApp, and Facebook. On the first page of the data-collecting form, participants were informed that participation was voluntary. Compilation of the questionnaire took around two weeks. The researchers used Qualtrics online survey software to reach out to the respondents wherever they are in the country. To process and analyze our data, we used SPSS process macro. Researchers ran Model 4 to check the mediation factor and utilized an indirect effect test to support the hypothesis.

4 Data Analysis

The sample size for this study was 150 healthcare workers in Pakistan. Respondents were evaluated on all career adaptability, work engagement, and OTH aspects. There were 76% female healthcare workers and 24% male healthcare workers among the participants. This questionnaire underwent a reliability test, the findings of which are outlined below. Furthermore, the researchers evaluate each construct used in this study's dependability in this part. Cronbach's alpha is the coefficient employed in this investigation to determine dependability (Hair et al., [2014](#)).

Additionally, Scholars stated that high construct reliability values indicate the presence of internal consistency, which suggests that all indicators consistently represent the same latent construct. Hair et al. (2014) state decent dependability is 0.7 or more. Reliability between 0.6 and 0.7 may be considered acceptable, but only if other measures of model construct validity are satisfactory. Every variable in Table 1 has an alpha value better than 0.7, suggesting a high internal consistency level. Career Adaptability, which contains 24 items, has a Cronbach's alpha value of 0.933, followed by an orientation to happiness. It has a Cronbach's alpha score of 0.876 and comprises 18 elements. Finally, Job Engagement, which contains six items, has a Cronbach's alpha value of 0.893 via five elements.

Table 1: Alpha Reliability

Variables	No.of items	Alpha value
Career Adaptability	24	.933
OTH	18	.876
Job Engagement	6	.893

Table 2 summarises the correlations. Correlations indicate preliminary support for the hypothesis—career adaptability was positively connected with OTH ($r = 0.65$, $p < 0.01$) and inversely correlated with job engagement ($r = 0.196$, $p < 0.01$). Similarly, job engagement was adversely connected with orientation to happiness ($r = 0.215$, $p < 0.01$).

Table 2: Correlations

Variables	Correlation		
	1	2	3
Career Adaptability	1		
OTH	.659**	1	
Job Engagement	-.196*	-.215*	1

$N = 150$, $p < .05^{**}$, $p < .01$

Mediation Analysis

To validate our entire hypothesised model, we used SPSS V22 and the PROCESS macro (Model 4). Table 3 summarises the findings. It was discovered that career adaptability was positively correlated with a favourable attitude toward happiness ($B=.635$, $t=10.83$) but not with job engagement ($B=-2.8$, $t=-1.34$). On the other hand, career flexibility was anticipated to have a direct relationship with job engagement, which the evidence did not support. Furthermore, this study

investigated the indirect impact of career adaptability on job engagement, which could have resulted in a mistaken interpretation of the hypothesis.

Table 3: Main effects and mediation of OTH in the relation between Career Adaptability and Job Engagement

		Direct and Total effects			
		<i>B</i>	<i>S.E</i>	<i>T</i>	<i>P</i>
OTH regressed on Career Adaptability		.63	.036	10.38	.0000
Job Engagement regressed on OTH		-1.75	.120	- 0.85	.012
Career Adaptability Regressed on Job Engagement		-2.8	0.504	1.34	.0000
Results of Bootstrapping for Indirect Effect of IV on DV through the Mediator					
	Boot	S.E	LLCI	ULCI	
Effect	-.09	.09	-.25	.12	

5 Discussion

This study aimed to analyse the association between career adaptability, happiness orientation, and workplace engagement among healthcare employees to determine whether adaptable persons perform better in the healthcare sector. This study anticipated, in particular, that a positive attitude toward happiness influences the association between individuals' career adaptability and job engagement. The mediation study discovered a clear and direct correlation between career adaptability and OTH but not with job engagement. Nevertheless, it has been found that career adaptability is significantly linked to job engagement through an indirect pathway. The absence of data supporting a direct link between career adaptability and job engagement validates our hypothesis that there is an underlying mechanism, precisely an inclination towards happiness, in the correlation between career adaptability and job engagement. The results of this study align with previous research that has shown the impact of job adaptability on employee satisfaction, specifically about happiness orientation. (Hartung & Taber, [2008](#); Johnston et al., [2013](#)). This indicates that individuals with extraordinary career adaptation abilities are more committed to organizational pleasure.

The data did not support the hypothesis of this study, contrary to earlier research. The study indicated that respondents were more engaged at work when concerned about their careers and were in charge of their careers. This also suggested that workers were curious about their jobs and were confident in their capacity to manage their careers. Their findings are congruent with those of Rossier et al. ([2012](#)), who discovered that career adaptability has a noteworthy impact on employee engagement by mediating between intrinsic dispositions and work-related outcomes in the Swiss sample. Savickas and Porfeli ([2012](#)) substantiate the findings by stating that career adaptability characteristics help employees' self-regulation tactics. The main aim of this research was to investigate the impact of career adaptability on job engagement and to explore the role of happiness orientation as a mediator in this relationship. The findings indicate that career adaptability is associated with increased organizational contentment. This study empirically investigates the relationship between employees' job adaptability, orientation to happiness, and job performance in the healthcare sector.

6 Limitations & Future Direction

Since the sample is exclusively from Pakistan, the applicability of our findings is restricted. Previous research has not examined the variations in these factors across other cultures. Therefore, this study recommends that future researchers repeat this model using populations from many cultural backgrounds. Associations between the variables have subsequently been interpreted

rather than established. More generalized and conclusive data can be obtained if we increase the sample size from the population. The fact that this study revealed the crucial significance of OTH in the healthcare sector recommends that OTH be studied in connection to other variables or sectors. Sample selection utilizing a judgmental sample approach and using a self-reported data-gathering instrument are among the study's limitations. This research was conducted on healthcare personnel who have completed their training. In the future, more work can be done on non-clinical staff and other health institution staff to understand healthcare sector dynamics better. This can provide improved guidelines for national well-being policies.

7 Practical Implications

This work concerns administrators and human resource professionals working in the healthcare sector. To begin with, it calls the attention of the hospital administration to the impact of career adaptability on job engagement, either directly or indirectly, via OTH. Human resource experts and supervisors must devise strategies for developing employees' adaptation abilities, focusing on assisting employees in overcoming work and career-related obstacles (Cheung & Wu, 2012). Individuals can benefit from the information and skills gained through such training programs by better adapting to the challenging working conditions innate in the healthcare industry and improving performance. Additionally, recruiting and human resource experts in healthcare personnel may try to hire individuals who demonstrate high career adaptability. This study focuses on the present world's work dynamics, as it enables individuals to cope with changes and external pressures. In practice, cultivating career adaptability skills enables and equips workers to deal with work dynamics while increasing organizational engagement. Human resource and career development managers must guarantee that personnel hired as healthcare workers have better career adaptability skills to ensure their continued engagement and efficacy.

8 Conclusion

By better understanding the link between job adaptability and job engagement, healthcare practitioners gain significantly. They can develop better career development strategies and engagement initiatives in the healthcare sector. Job development interventions should focus on developing job adaptability skills to improve engagement levels.

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