

Impact of Career Adaptability and Job Satisfaction on E-Commerce Evidence from Vocational Collages in Jiangxi Province

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Abstracts

This study aims to examine the impact of career adaptability and job satisfaction on e-commerce performance and employee satisfaction among vocational colleges employees. The involvement of organizational commitment and self-efficacy as mediators was explored in this relationship.

Data was collected from 340 employees working in e-commerce departments of vocational colleges in China using a survey questionnaire. Structural equation modeling (SEM) and mediation analysis were utilized to analyze the collected data. Both career adaptability and job satisfaction had a significant positive effect on e-commerce performance and employee satisfaction, as revealed by the results. In addition, the research discovered that commitment to the organization and belief in one's own abilities acted as intermediaries in the correlation among adaptability in career, satisfaction in the job, performance in e-commerce, and satisfaction of the employee. In the context of vocational colleges, empirical evidence is provided to support the relationship between career adaptability, job satisfaction, e-commerce performance, and employee satisfaction, thus contributing to the existing literature. Vocational college management can gain a better understanding of the significance of career adaptability, job satisfaction, organizational commitment, and self-efficacy in improving e-commerce performance and employee satisfaction through the findings of this study.

Keywords: Career Adaptability; Job Satisfaction; E- Commerce Performance; Employee Satisfaction; Organizational Commitment; Self-Efficacy; Vocational Collages

Introduction

The term 'e-commerce' refers to the online purchase and sale of goods and services (Lv et al., 2020). New employment opportunities and a higher want for workers with diverse skill units have arisen due to the fast boom of this industry in recent years . The success of an online retailer hinges on various elements, including product quality, marketing strategies, enhancements in customer service, and technological advancements (Chen & Xie, 2008 : 477-491.).

Research Objective

This study provides valuable insights into the factors that contribute to e-commerce success and employee satisfaction in business schools (Putra et al., 2022 : Online). The results of this study will guide professional schools in advancing the development of training programs for their staff, aimed at enhancing job competence, job satisfaction, organizational commitment, and promoting self-efficacy and well-being through encouragement (Ozkan, 2022 : 113–141). The results of this study provide not only a framework for subsequent research on this topic but also establish a foundation for exploring the mediating roles of organizational commitment and self-efficacy in the relationship between career adaptability and job satisfaction..

Literature Review

1. Career Adaptability and E-Commerce Performance

Career success requires adaptation. Career adaptability requires self-awareness, professional expertise, and flexibility to various work contexts. Career adaptability is linked to job happiness, career success, and well-being (Kozan et al., 2019 : 317–327). E-commerce performance measures businesses' online success. E-commerce is crucial to corporate operations due to the internet and digital technologies. Website design, online marketing, and consumer happiness affect e-commerce performance (Adibfar et al., 2022 : 162–176).

H1: Career adaptability has a significant and positive impact on e-commerce performance

2. Career Adaptability and Employee Satisfaction

Studies on employment trends and employee behavior suggest that possessing a highly adaptable mindset can enhance job satisfaction, paving the way for a more fulfilling career (Urbanaviciute et al., 2019 : 111, 74–90.) Being adaptable in navigating work-related changes and challenges can reduce the risk of experiencing job-related stress. The likelihood that an employee will stay with an organization increases when they are invested in their work and dedicated to the company.

H2: Career adaptability has a significant and positive impact on employee satisfaction

3. Job Satisfaction and E-commerce Performance

According to a study by Petcharat & Leelasantitham, (2021 : Online), job satisfaction improved the success of E-commerce in Chinese small and medium-sized businesses (SMEs). According to the study, work satisfaction significantly increased employee commitment, which in turn improved the performance of e-commerce.

H3: Job satisfaction has a significant and positive impact on e-commerce performance

4. Job Satisfaction and Employee Satisfaction

Research has shown a link between work satisfaction and favorable organizational outcomes. Cimarolli et al., (2022 : 32–36.) found that there was a positive relationship between work performance with job satisfaction. In addition, it was associated with organizational citizenship behavior and employee turnover.

H4: Job satisfaction has a significant and positive impact on employee satisfaction

5. Career Adaptability and Organizational Commitment

Rivera et al., (2021) research demonstrated that individuals with higher career adaptability scores outperformed their colleagues with lower scores in terms of work performance and, like the current study's findings regarding the correlation between job success

and career adaptability, Zhu et al., (2019 : 112, 282–293.) also found such a relationship, besides this research suggests that occupational flexibility serves as a safeguard against negative impacts in the workplace.

H5: Career adaptability has a significant and positive impact on organizational commitment

6. Career Adaptability and Self-Efficacy

Career adaptability is essential for navigating the fluctuations of the labor market. Demonstrated professional flexibility can enhance job satisfaction, career achievement, and overall performance (Masdonati et al., 2022 : 41–59.) Career flexibility positively correlates with job satisfaction. According to Bandura (1977 : 191–215), self-efficacy is defined as an individual's belief in their ability to achieve goals through their efforts.

H6: Career adaptability has a significant and positive impact on self-efficacy

7. Job Satisfaction and Organizational Commitment

An individual's overall affective assessment of their employment or work experience is referred to as job satisfaction (Kawata & Owan, 2022 : Online). According to research (Kang, 2022 : 286–293.), job satisfaction significantly affects employees' attitudes and behaviors.

H7: Job satisfaction has a significant and positive impact on organizational commitment

8. Job Satisfaction and Self-Efficacy

Employee performance has been proven to be positively impacted by job satisfaction (LaForett & De Marco, 2020 : 295–305). Employee motivation, engagement, and commitment are all factors that can contribute to better performance when workers are happy with their jobs.

H8: Job satisfaction has a significant and positive impact on self-efficacy

9. Organizational Commitment and E-Commerce Performance

Performance in e-commerce has been found to be significantly influenced by organizational commitment. Employees that are very committed to their company are more likely to act in ways that help e-commerce succeed, according to research by Mensah et al., (2020 : 1–21.). These behaviors consist of improving the effectiveness of online businesses by being more customer-focused, proactive, and creative..

H9: Organizational commitment has a significant and positive impact on e-commerce performance

10. Organizational Commitment and Employee Satisfaction

Organizational commitment refers to the extent to which an employee aligns with and is dedicated to a company's goals and core values. Job satisfaction refers to the extent to which employees are content with their roles and the work environment (Wieneke et al., 2019 : 106–115). According to (Aldabbas et al., 2021 : Online), it is a significant predictor of organizational commitment, job performance, and employee turnover. both hygienic elements and motivators have an impact on job satisfaction..

H10: Organizational commitment has a significant and positive impact on employee satisfaction

11. Self-efficacy and E-commerce Performance

(Honicke et al., 2019 : 689–703.) discovered that the effectiveness of e-commerce sales was considerably and favorably impacted by self-efficacy. Similarly, Hwang & Park, (2022 : 151) discovered that self-efficacy was positively correlated with both customer satisfaction and sales performance in their study of e-commerce customer support employees.

H11: Self-efficacy has a significant and positive impact on e-commerce performance

12. Self-efficacy and Employee Satisfaction

Self-efficacy was observed to have a positive correlation with job satisfaction. Their comprehensive investigation revealed that individuals who harbor a sense of happiness within their professional milieu also exhibit heightened levels of self-efficacy (Alyahya et al., 2020 : Online).

H12: Self-efficacy has a significant and positive impact on employee satisfaction

13. Organizational Commitment as a Mediator

According to research, the association between career adaptability and e-commerce performance is mediated by organizational commitment. High levels of career adaptability among employees translate into greater loyalty to the company and improved e-commerce performance (Gyeltshen et al., 2019 : 112).

H13a: Organization commitment significantly mediates the relationship between career adaptability and e-commerce performance

H13b: Organization commitment significantly mediates the relationship between career adaptability and employee satisfaction

H13c: Organization commitment significantly mediates the relationship between job satisfaction and e-commerce performance

H13d: Organization commitment significantly mediates the relationship between job satisfaction and employee satisfaction

14. Self-efficacy as a Mediator

Job satisfaction is defined as how people feel about their jobs (Gyeltshen et al., 2019 : 113). Job satisfaction is linked to employee behaviors like absenteeism, turnover, and performance. Employee satisfaction, on the other hand, is an employee's overall pleasure with their employer. Employee happiness is linked to organizational commitment and retention intentions, according to (Lan et al., 2021 : 103).

H14a: Self-efficacy significantly mediates the relationship between job satisfaction and employee satisfaction

H14b: Self-efficacy significantly mediates the relationship between job satisfaction and e-commerce performance

H14c: Self-efficacy significantly mediates the relationship between career adaptability and employee satisfaction

H14d: Self-efficacy significantly mediates the relationship between career adaptability and e-commerce performance

Research Methodology

A cross-sectional survey design was used as the research methodology for this quantitative study. Employees working in vocational colleges constituted the population of the study. Career Adaptability was measured by 5 item scale adopted from (Ramaprasad et al., 2022 : 1003). Similarly, job Satisfaction scale measured employees' overall satisfaction with their job. It consisted of 5 items adopted from (Asrar-ul-Haq et al., 2019 : 185–200). Organizational Commitment Scale measured employees' emotional attachment to their organization. It consisted of 5 items adopted from (Santhanam & Srinivas, 2020 : 499–516). Self-Efficacy Scale measured employees' confidence in their ability to perform specific job-related tasks. It consisted of 5 items adopted from (Ahmed et al., 2020 : 59–73.) E-commerce Performance measured the performance of E-commerce organizations. It consisted of 5 items adopted from (Mensah et al., 2020 : 1–21.) Employee Satisfaction scale measured employees'

satisfaction with their job. It consisted of 3 items adopted from (Aman-Ullah et al., 2022 : Online). Five point Likert scale was used to measure each item. All the scales used in this study had been previously validated and demonstrated good reliability and validity.

Research Conceptual Framework



Figure 1: Conceptual Framework

Research Results

1. Demographic Information

Table 1. Demographic profile of the respondents

Demographic item		Frequency	Percentage
Gender	Male	170	50%
	Female	170	50%
Age	21-30	110	32.4%
	31-40	120	35.3%
	41-50	60	17.6%
	Above 50	50	14.7%
Educational Level	Secondary Vocational Education	70	20.6%
	Higher Vocational Education	140	41.2%

Bachelor's degree	90	26.5%
Other	40	11.8%

2. Descriptive Statistics

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Career Adaptability	340	1	5	4.24	0.627
Job Satisfaction	340	1	5	4.56	0.779
Self-Efficacy	340	1	5	4.83	0.796
Organizational					
Commitment	340	1	5	4.27	0.840
E-Commerce Performance	340	1	5	4.67	1.145
Employee Satisfaction	340	1	5	4.75	1.109

3. Normality Assessment

Table 3. Normality Assessment

	Skewness	Kurtosis
Career Adaptability	1.182	0.572
Job Satisfaction	1.631	2.442
Organizational Commitment	0.447	0.223
Self-Efficacy	0.818	0.490
E-Commerce Performance	0.851	0.128
Employee Satisfaction	0.680	0.152

4. Multicollinearity Assessment:

Table 4: Multicollinearity Assessment

	VIF
Career Adaptability	1.134
Job Satisfaction	1.236
Organizational Commitment	1.089
Self-Efficacy	1.034

5. Confirmatory Factor Analysis:

Table 5: Confirmatory Factor Analysis

Variables	Items	Communalities	Cronbach alpha
Career Adaptability	CA1	0.697	0.829
	CA2	0.54	
	CA3	0.607	
	CA4	0.739	
	CA5	0.686	
Job Satisfaction	JS1	0.659	0.887
	JS2	0.718	
	JS3	0.711	
	JS4	0.726	
	JS5	0.527	
Organizational Commitment	OC1	0.725	0.741
	OC2	0.756	
	OC3	0.721	
	OC4	0.773	
	OC5	0.843	
Self-Efficacy	SE1	0.662	0.878
	SE2	0.646	
	SE3	0.777	
	SE4	0.818	
	SE5	0.902	
E-Commerce Performance	ECP1	0.823	0.917
	ECP2	0.823	
	ECP3	0.768	
	ECP4	0.782	
	ECP5	0.808	
Employee Satisfaction	ES1	0.741	0.873
	ES2	0.76	
	ES3	0.752	

6. Correlation Analysis

Table 6: Correlation Matrix

	CA	JS	OC	SE	ECP	ES
Career Adaptability	1					
Job Satisfaction	.650**	1				
Organizational Commitment	.540**	.591**	1			
Self-Efficacy	.438**	.670**	.702**	1		
E-Commerce Performance	.436**	.729**	.635**	.888**	1	
Employee Satisfaction	.370**	.648**	.569**	.743**	.899**	1

7. Regression Analysis

Table 7: Regression Analysis

Hypothesis	Relation	Beta Value	R ²	F	P-value	Hypothesis Supported
H1	CA-> ECP	0.150	0.235	5.720	0.000	Yes
H2	CA-> ES	0.329	0.226	14.476	0.000	Yes
H3	JS-> ECP	0.232	0.307	6.244	0.000	Yes
H4	JS -> ES	0.232	0.261	4.257	0.000	Yes
H5	CA-> OC	0.523	0.226	16.748	0.000	Yes
H6	CA-> SE	0.321	0.162	15.642	0.000	Yes
H7	JS-> OC	0.243	0.165	5.460	0.000	Yes
H8	JS -> SE	0.146	0.286	14.256	0.000	Yes
H9	OC-> ECP	0.253	0.367	6.554	0.000	Yes
H10	OC-> ES	0.154	0.371	4.357	0.000	Yes
H11	SE-> ECP	0.532	0.326	16.468	0.000	Yes
H12	SE -> ES	0.622	0.312	15.462	0.000	Yes

8. Mediation Analysis

Table 8. Meditation Effect

	Original Sample	T Values	P Values
CA-> OC -> ECP	0.233	2.189	0.014
CA-> OC ->ES	0.241	3.320	0.000
CA-> SE -> ECP	0.249	5.700	0.000
CA-> SE ->ES	0.145	3.167	0.017
JS-> OC -> ECP	0.267	3.703	0.002
JS-> OC ->ES	0.176	6.497	0.000
JS-> SE -> ECP	0.128	2.004	0.045
JS-> SE ->ES	0.246	4.690	0.000

Discussion

The first hypotheses explore the impact of career adaptability on E-commerce performance. As a result, businesses are emphasizing the hiring of people who have this quality. The dynamic and ever-changing nature of E-commerce can be handled better by people who are capable of making adjustments in their careers. The fresh and unconventional problem-solving skills they possess are essential to sustaining businesses in today's fast-changing markets.

The second hypotheses explore the impact of career adaptability on employee satisfaction. Employees are more likely to feel in control of and fulfilled by their work when they feel prepared to handle change and uncertainty in their employment.

The third hypotheses explore the impact of job satisfaction on E-commerce performance. E-commerce enterprises must recognize and boost employee satisfaction. Offering competitive salary, professional progress, a joyful work atmosphere, and recognition and gratitude may achieve this. Investing in employee job satisfaction can help e-commerce firms outperform their competitors (Kelly et al., 2022 : Online).

The fourth hypotheses explore the impact of job satisfaction on employee satisfaction.. Missed productivity coupled with hiring/training expenditures represent a major financial challenge for many companies.

The fifth hypotheses explore the impact of career adaptability on organizational commitment. The capacity of a person to adjust to changes in their career path and working environment is referred to as career adaptability. It includes a variety of abilities, including as adaptability, learning agility, and resilience. This can be accomplished through offering chances for training and growth, fostering a culture of creativity and learning, and supporting flexibility and a healthy work-life balance.

The sixth hypotheses explore the impact of career adaptability on self-efficacy. The ability of a person to successfully navigate and manage their professional path in response to shifting work conditions and demands is referred to as career adaptability.

The seventh hypotheses explore the impact of job satisfaction on organizational commitment. Organizational commitment is influenced by job satisfaction for a variety of reasons. employees are more likely to experience a sense of attachment and devotion to their company when they are happy in their jobs.

The eighth hypotheses explore the impact of job satisfaction on self-efficacy. Job satisfaction is a person's happiness at work. Self-efficacy is a person's belief in their ability to complete a task. Job contentment boosts self-efficacy, research show. Happy workers believe they can do their tasks well.

The ninth hypotheses explore the impact of organizational commitment on E-commerce performance. Dedicated employees tend to stay with their firms longer, giving them a deep understanding of the company's e-commerce strategies, culture, and processes.

The tenth hypotheses explore the impact of organizational commitment on employee satisfaction. Employee identity and affiliation depend on organizational commitment. Company-loyal workers are more willing to go above and beyond. This may boost employee and corporate productivity. Happy workers remain longer and cost less to hire and train.

The eleventh hypotheses explore the impact of self-efficacy on E-commerce performance. It has been shown that having self-efficacy, or the confidence that one can complete a task, improves e-commerce performance. E-commerce self-efficacy is the belief a person has in their capacity to carry out online transactions and other e-commerce duties.

The twelfth hypotheses explore the impact of self-efficacy on employee satisfaction. This boosted self-assurance frequently results in a sense of success and pleasure in their work, which can raise their general job happiness.

The 13a hypotheses explore the mediating role of organizational commitment between career adaptability and e-commerce performance. Organizational commitment is a worker's emotional connection to their firm and willingness to contribute to its goals.

The 13b hypotheses explore the mediating role of organizational commitment between career adaptability and employee satisfaction. Career flexibility makes workers happier because they feel more prepared to tackle job challenges. Company loyalty boosts job satisfaction and career adaptability.

The 13c hypotheses explore the mediating role of organizational commitment between job Satisfaction and E-commerce Performance. Organizational commitment is an employee's loyalty and willingness to go above and beyond in their work. Committed staff is more likely to provide outstanding customer service, process orders swiftly, and manage stocks, which can improve e-commerce

The 13d hypotheses explore the mediating role of organizational commitment between job satisfaction and employee satisfaction. Organizations can do this to improve overall employee satisfaction and retention as well as the work satisfaction of their staff members..

The 14a hypotheses explore the mediating role of self-efficacy between job satisfaction and employee satisfaction. A person's total job satisfaction, work-life balance, and business culture is referred to as employee satisfaction.

The 14b hypotheses explore the mediating role of self-efficacy between job satisfaction and E-commerce performance. Training and assistance may be needed to boost self-efficacy

and confidence. This ensures that work happiness improves e-commerce performance, which benefits the organization as a whole.

The 14c hypotheses explore the mediating role of self-efficacy between career adaptability and employee satisfaction. High self-efficacy makes people more inclined to assume they can overcome challenges and achieve their job objectives (Rajathi & ISSN, 2022 : 1558–1561.).

The 14d hypotheses explore the mediating impact of self-efficacy between career adaptability and E-commerce performance. Professional success may depend on career flexibility, or the ability to adapt to changing work conditions.

Conclusion

The study examined how e-commerce success and employee satisfaction are impacted by career adaptability and work satisfaction, with the mediating roles of organizational commitment and self-efficacy. The results imply that work happiness and career adaptability favor employee satisfaction and e-commerce performance. The findings additionally suggest that organizational dedication and self-efficacy mediate the association among e-commerce overall performance and worker pride and career adaptability and task satisfaction. These findings have tremendous ramifications for vocational schools because they emphasize how crucial it's miles for his or her students to acquire career adaptability and job pride. These findings have significant ramifications for vocational colleges because they emphasize how crucial it is for their students to achieve career adaptability and job satisfaction. By doing this, vocational colleges can assist their students in becoming more proficient in e-commerce performance and enhance their general job satisfaction. The results also point to the possibility of using self-efficacy and organizational commitment enhancement as a successful technique to mediate the relationship between e-commerce performance and employee satisfaction and career adaptability and job satisfaction. Overall, this study offers useful insights into the variables that affect employee happiness and e-commerce performance in the setting of vocational colleges. It implies that increasing self-efficacy, organizational commitment, and career adaptability may all be useful techniques for enhancing outcomes in the e-commerce sector.

Limitations and Future Directions

1. Limitations

The findings won't be as generalizable as they may have been because of the look it's use of a small sample size. The outcomes won't be a very good representation of the overall populace. Furthermore, the study turned into done utilizing a cross-sectional layout, which makes it impossible to establish causality. It is difficult to say whether career adaptability and job happiness genuinely lead to better employee satisfaction and e-commerce performance. Additionally, because the study used self-reported data, there has been response bias. It's possible that participants gave socially acceptable responses, which overestimated the connections between the variables. Furthermore, the study was carried out in vocational institutions, which can restrict the applicability of the findings to other markets or kinds of businesses.

2. Future directions

A longitudinal study can prove that the variables are causally related. Future research can utilize a longitudinal design to look at how job happiness and career adaptability change employee satisfaction and e-commerce success over time. Future research may also employ a mixed-methods strategy to triangulate data from various sources. This can deliver a more thorough grasp of how the variables relate to one another. Future research can observe the connections between e-trade performance, worker pride, and career adaptability in different industries. This can give a more thorough knowledge of how generalizable the results are. Future research can also look into other factors that might act as mediators in the links between employee satisfaction, job satisfaction, career adaptability, and performance in e-commerce. This may offer a more thorough knowledge of the intricate connections between various variables.

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