From Agility to Achievement: Exploring How Career Adaptability and Boundary-less Mindset Shape Career Success

Amina Imtiaz*, Mohammad Maaz, Abdul Mateen Qasmi

[1,3]Riphah International University, aminashaikh327@gmail.com[1], wahmateen@gmail.com[3]

[2]SZABIST University, Email: mohammadmaaz845@gmail.com

Abstract

Purpose: The purpose of the study is to examine how Career Agility (CA) influences Career Success (CS) and Career Optimism (CO) based on the mediating effect of Career Adaptability (CAD) and moderating effect of boundaryless mindset.

Methodology: The employees of different telecom sectors in Rawalpindi, Islamabad Pakistan were the owners of the data used in this study and the sample used in this study was 390, the sampling technique employed to collect data was the convenience and the data analysis technique employed was that of correlation and regression.

Findings: The results were derived with the help of the theory of career construction, and career agility was identified to have a strong impact on career optimism and career adaptability, but not on the career success itself. Rather, career adaptability proved to be an important mediator, which transformed agility to fruitful career results. Further, the moderating effect of a boundaryless mindset was not confirmed, which showed that it does not contribute to the connection between career agility and adaptability significantly.

Significance: This current research contributes to knowledge on career development, and provides rich information in the development of Career Adaptability in the act of dynamic workplace.

Limitations and Future Directions: There are a number of limitations to this study. First, it is cross-sectional in nature and thus restricts the establishment of causal relationship among variables. Second, the use of self-reported information can result in bias proposing the utilization of various data in the future. Also, the paper concentrated on workers at the Telecom industry of the Pakistani economy and this might constrain the extrapolation of the study to other scenarios and sectors. Future research ought to incorporate a more varied population in the various sectors and regions to be more valid. Finally, although this research investigated the concept of Career Adaptability and a Boundaryless Mindset, other possible moderating or mediating factors have not been investigated. Research implications: The research points out that managers need to promote Career Agility and Adaptability by means of ongoing learning and encouragement.

Keywords: Career Agility, Career Success, Career Optimism, Career adaptability, Boundary less Mindset, Career construction theory (CCT).

Research Objectives

This paper aims to examine the relationship between career agility and career success and career optimism Cooled down by career adaptability, career success and moderate by a boundaryless mindset among the employees of the telecommunications industry of Pakistan. The targeted goals are the following:

1. Analyze the immediate relationship between career agility and career success as well as career optimism.
2. Test the effect of career adaptability on career success and career optimism.
3. Compare and contrast career agility and career adaptability.
4. Evaluate career adaptivity in mediating career agility and career success.
5. Test mediation of career adaptability between career agility and career optimism.

Test the moderating effect of a career agility boundaryless mindset on career adaptability.

Research Questions

This paper aims at exploring how much career agility compromises career success and career optimism, and especially through the mediating influence of career adaptability. To this end, the following questions are the research questions:

1. Does career agility play a major role in career success?
2. Does career agility play a major role in career optimism?
3. Is career agility correlated with career adaptability?
4. Is career adaptability a mediator between career agility and career success?
5. Does career adaptability mediate the connection between career agility and career optimism?
6. Does a boundaryless mentality moderate the association between career agility and career adaptability?

Introduction

In the modern fast changing workplaces, employees are faced with unparalleled levels of uncertainty and continuous change in work position, sectors and professional skills. In these settings, especially in technological industries like telecommunications, workers will have to exhibit high rates of flexibility and dynamism to maintain their professions (Coetzee et al., 2023). Digitalization, globalization, and automation have changed the idea of career management by moving the burden of career success to individuals instead of organizations (Alexander et al., 2024). In turn, career agility has become one of the essential competencies more than ever to manage change and attain professional development over the long term (Potgieter et al., 2020).

Career agility is a proactive ability of an individual to foresee, adjust, and react well to changing career conditions, thus remaining employable and successful in the face of uncertainty (Coetzee et al., 2021). It includes technological adaptivity, agile learning, and career navigation skills, which allow people to be more resilient and future oriented in changing workplaces (Coetzee et al., 2023). Agile methodology, boundaryless structure, adaptive nature are some of the key features of modern organizations, which are more likely to assist employees in dealing with transitions, exploiting emergent opportunities, and maintaining substantive career development (Haenggli & Hirschi, 2020). Career success has become a point of special interest to the field of organizational psychology as the construct because it acts as a measure of individual achievement and fulfillment based on work experiences (Arthur et al., 2005). Career success is defined not only by objective dimensions (e.g. remuneration and promotion pathways), but also by subjective dimensions (including personal fulfilment, work-life balance, perceived career progression); (Chang et al., 2023). Studies have

highlighted that modern career is being more subjective because people are progressively finding meaning and psychological satisfaction in other things beyond actual results (Abele et al., 2011). Adaptability, persistence, and engagement are positively linked to career success, which is a predictor of job satisfaction, commitment, and retention (Alexander et al., 2024; Savickas et al., 2018).

Career success is closely connected with career optimism that shows the positive expectations of the future career opportunities and the belief of person that he/she may get desirable results despite barriers (Rottinghaus et al., 2005; Delle and Searle, 2020). Positive people will be more motivated, resilient, and career-planning and developmentally engaged (Tolentino et al., 2014). Career optimism, thus, not only impacts the perceptions of individuals in the present positions but also in the future aspirations of individuals and how they direct themselves towards their aims. According to empirical research, optimism is promoted by adaptability and self-efficacy, which support the notion that when people believe that they can cope with the transition, they are more likely to stay positive and hopeful (McLennan et al., 2017; Duru and Söner, 2024).

Career adaptability in this context has turned out to be an element of employability. It is characterized as an individual preparedness and resources of coping with the existing and prospective career-related changes (Savickas et al., 2018). The concept has four dimensions, which include concern (planning in the future), control (taking responsibility in career choices), curiosity (exploring career opportunities), and confidence (belief in the ability to succeed). These mental assets can help people to handle the changes and uncertainties of modern-day careers (Arubayi and Igbomor, 2024). Empirical studies continue to prove that career malleability helps to more easily adapt to it, creates resilience, and leads to both subjective and objective career achievement (Lee, 2024). The Career Construction Theory (CCT) by Savickas provides an inverted way of explaining such interrelationships. Career development, as the concept within CCT, is seen as an ongoing process of adaptation which entails four mutually supporting elements coined as adaptivity, adaptability, adapting and adaptation (Savickas et al., 2018). Adaptivity refers to the willingness to alter; adaptability refers to the resources and competencies that are required to negotiate change; adapting refers to the behavioural changes that are generated in response to change; and adaptation refers to the end products or outcomes, which include success or satisfaction. Career agility in this model is connected with adaptivity, or proactive orientation to change, and career adaptability is a resource base allowing to deploy change behaviours. The consequences of such adaptive activity are career success and optimism hence highlighting the dynamic interaction of internal resources and external opportunities (Tokar et al., 2020; Xu and Yu, 2019). According to recent scholarship, boundaryless mindsets seem to acquire a growing significance in modern career paths (Briscoe et al., 2021). The concept of a boundaryless mindset is described as a desire of an individual to expand professional relationships not inside an organisation, seek a wide range of work experiences, and gain knowledge in different contexts (Briscoe et al., 2012). Such people have a different attitude since they consider their professions to be dynamic and self-directed and not limited to one organisation.

Such orientation promotes cooperation, lifelong learning, and exchange of ideas between functional and organisational divisions, which improve professional adaptability to career changes (Chan et al., 2015). A boundaryless mindset, therefore, serves as a dispositional aspect, which can reinforce the connection between agility and adaptability to enable a person to look at change as an opportunity and not disruption (Kundi et al., 2020).

Although this is the emerging body of knowledge, empirical evidence is limited as to how career agility affects career success and career optimism by career adaptability, especially in third world economies and dynamic sectors like the telecom industry in Pakistan. Psychological capital and self-efficacy are faced in the existing literature as the direct impact of career agility (Coetzee et al., 2021, 2023), but there is a lack of understanding of the mediating role played by adaptability and a limiting

mind of the boundaryless approach. With the fast technological progress and constant reorganisation of the telecom industry, these processes are important to comprehend by employees and organisations that aim at preserving competitive edges and ensuring their career sustainability (Lee, 2024).

To fill this gap, the current research will explore the predictive value of career agility on career success and career optimism via career adaptability as well as the moderating effect of boundaryless mindset on the relation between career agility and career adaptability. Based on incorporating the CCT, as the theoretical framework, the research work makes a contribution to the theoretical and practical aspects of the work, offering a renewed insight into adaptive career behaviours in volatile, uncertain, complex, and ambiguous (VUCA) working environments.

This study is theoretically an extension of CCT, which empirically investigates the relationship between agility, adaptability, and boundaryless orientation to form adoptive results like success and optimism. It reacts to the recent demands to study dispositional and contextual factors in tandem to explain the multidimensionality of career adaptability (Chang et al., 2023). In practice, the results will show organisations how to create interventions to improve the adaptive capacities of employees, including agility training, cross-functional exposure, and mindset development. o employees, knowledge of the interplay between these constructs can result in active career transition management, resilience and optimism even in unpredictable settings. Overall, this paper hypothesizes that people with greater career agility will be more successful in developing resources of adaptability, and therefore achieve greater career success and optimism. Furthermore, the same relationship is expected to be enhanced between the employees with the boundaryless mindset who see transitions and cross-organizational cooperation as the ways to learn and develop. By exploring these trends in the telecommunications industry of Pakistan, the research will contribute to the body of scholarship in career development and offer practical outcomes to develop responsive, flexible, and future-oriented work forces in fast-changing economies.

Literature Review
With the changing world labour market, which is characterized by rapid technological advancements, increased globalization, and organisation restructuring, traditional career schemes are becoming more replaced by more fluid, own-directed and dynamic career paths. It is in this change that career agility has become a central skill, allowing one to adjust effectively and become a successful and resilient individual in the face of change and uncertainty (Coetzee et al., 2023). Career agility is theorised as a combination of three competencies that depend on each other such as technological adaptivity, agile learning, and career navigation (Potgieter et al., 2020). The dimensions indicate the proactive involvement of employees in the learning process, the strategic use of technologies, and the discovery of the emergent opportunities that maintain employability and advance the career. Empirical studies have always found a strong relationship between career agility and career success, showing that agile individuals are more likely to predict changes in the labour market, continually revise their skills and make strategic career choices (Smith and Watkins, 2024). The behaviours of agile professionals are more likely to lead to lifelong learning, which does not only produce objective results, like promotions and higher income, but also subjective ones, such as job satisfaction and fulfilment (Lee, 2024).

Career agility also improves employability by making proactive networking, continuous self-improvement, and being prepared to accept new challenges (Coetzee et al., 2021). Agile individuals can also be described by the fact that they are more innovative and creative, as such levels are considered crucial to advance in their careers in knowledge-based industries (Sutardi and Novitasari, 2024). Therefore, agility is a tactical psychological asset that is able to foster both immediate and lasting professional achievement. Career success can be understood as the achievement of career-

related goals and is measured by objective measures (e.g., numerical achievements) or subjective measures (e.g., self-satisfaction and perceived improvement) (Alexander et al., 2024). According to literature, professional well-being is becoming a subjective career success, especially when an individual is concerned about autonomy and meaning over the traditional status and traditional rewards (Haenggli and Hirschi, 2020).

Agility enhances this feeling of achievement by strengthening the idea of being flexible, learning constantly, and being proactive in terms of managing their career trajectory (Jeon and Kim, 2024). In addition, agile employees tend to be more satisfied with their workplace and are more engaged and productive due to their ability to handle uncertainty (Junianti, 2023). This congruity agility/satisfaction subsequently supports organisational commitment and long term employability (Van der Heijden et al., 2022).

Success is closely associated with success, which is a construct describing a positive anticipation and optimism that individuals have about their future (Rottinghaus et al., 2005). Optimism helps employees to view transitions as an opportunity instead of a threat in the face of career challenges (Tolentino et al., 2014). The studies show that, career agility allows fostering optimism through proactive learning, self-efficacy, and resilience (Duru and Söner, 2024). Agile people tend to have a positive perspective due to the fact that unceasing upskilling and networking increase their perceived control over the future career paths (Delle and Searle, 2020). This feeling of agency, which places the career path into the personal influence, supports optimism and mental health, which are critical to become oriented in the current unstable working environments (Aziz et al., 2024). Also, encouraging professional circles that agile employees develop make them more assured in meeting their career goals and lead to their persistence and motivation (Chan et al., 2015). In this regard, career agility is a cognitive and behavioural basis of career optimism.

Career adaptability is one more important variable that affects the career outcomes and is summarised as the willingness and resources to face the changes of the careers (Savickas et al., 2018). Adaptability has four psychosocial dimensions, including concern, control, curiosity, and confidence, which play a role in an individual to successfully cope with the transition (Arubayi and Igbomor, 2024). It has been proven empirically that people with high levels of career adaptability are more engaged, satisfied, and psychologically well (Sou et al., 2022). Adaptability enhances employability by enhancing the competencies that workers possess in order to react adequately to changing demands at work and organisational restructuring (Hirschi et al., 2021). Adaptability is an important process according to Career Construction Theory (CCT) whereby individuals are able to convert their individual resources like agility into adaptive behaviours and outcomes like career success and optimism (Savickas and Porfeli, 2012).

Current findings indicate that career agility is positively correlated with adaptability whereby agile workers are involved in constant learning, reflection and acquisition of skills that boost adaptive capacity (Potgieter et al., 2020). Agility also allows people to be adaptable when facing disruption, which correlates with the idea of CCT that individuals will adopt changes in career settings in a self-regulated way (Tokar et al., 2020). Career agility helps employees to manage uncertainty, ownership of their own development, and to exploit emerging opportunities by promoting adaptability (Green et al., 2023). There is more self-efficacy and willingness to new experiences among agile professionals -characteristics that help them adapt and grow in their careers (Amalia and Kurniawati, 2019). As a result, agility serves as a precursor of adaptability, which strengthens the psychological preparedness of individuals to continue changes and redefine their roles in the career.

Adaptability, in its turn, has been proved to raise the career success and career optimism. Zacher (2014) and Kanten et al. (2017) discovered that flexible workers are more optimistic in their mindset since they feel that they can handle uncertainty and that they can see the positive in work-related

challenges. The impact of each of the dimensions of adaptability is: concern facilitates future orientation, control supports action-taking, curiosity facilitates exploration and confidence develops self-belief in reaching the objectives. All of these psychological assets help to develop positive attitudes and become more satisfied with the chosen career path (Lee, 2024). Likewise, flexible people also achieve greater career achievements, since they can easily improve, get promotions, and become employable due to their flexibility and problem-solving skills (Hartung and Cadaret, 2017). Adaptability increases subjective career success because the correspondence of personal beliefs and goals with career growth creates meaningful and fulfilling careers (Maree, 2017). Considering these interconnections, career adaptability mediates the dependence amid career agility and career prosperity, and among career optimism (Rudolph et al., 2017). The career agility promotes an active behaviour that enlarges adaptive capacities, such as networking and lifelong learning, which ultimately translate into practical achievements, such as satisfaction, optimism, and success (Coetzee et al., 2023). According to the empirical studies, based on the Career Construction Theory (CCT), adaptability acts as a channel between psychological preparedness, referred to as adaptivity, and tangible adaptive performance (Savickas et al., 2018). Therefore, flexible people do not respond to change, but they strategically use their agility, which leads them to desirable career paths (Johnston, 2018). This mediation process explains the process by which internal states, like agility, are changed to external achievement by adaptive mechanisms. The other construct that is relevant to modern career development is the boundaryless mindset, which refers to the strategy of allowing the development of professional relations and interaction with the opportunities that do not have organizational and geographic limits (Briscoe et al., 2021).

This attitude suits the paradigm of the boundaryless career, which has an appreciation to mobility, autonomy, as well as collaborative interaction across the organizational boundaries (Arthur et al., 2005). The respondents using a boundaryless approach to life experience that they feel relaxed and excited working with varied professional networks and contexts, thus increasing their ability to learn and adapt (Guan et al., 2019). These individuals will, therefore, be better positioned to put their career agility into practice because they will realize that there are opportunities outside their immediate organization and they will be able to integrate experiences acquired in diverse environments (Chan et al., 2015). In line with it, the boundaryless mindset is associated with moderating the connection between career agility and adaptability and even enhancing this correlation in those who see careers as dynamic and self-directed (Kundi et al., 2020). This mindset underpins flexibility by experimenting and collaborating, as well as a sense of curiosity in seeking cross-boundary experiences, which both contributes to resilience and employability (Sullivan & Arthur, 2021).

Research Methodology:
This section describes the methodological framework that will be used to investigate the relationship between career agility and career success and career optimism and the moderating effect of career adaptability and mediating effect of boundaryless attitude. The research design is quantitative and it will make use of the existing scales to test the proposed relationships empirically.

Research Design
The research design was a quantitative and explanatory design that was used to determine causal relationships of the variables. Explanatory designs are also applicable in determining the causality mechanisms and in knowing the effects of one variable on another. The concept design included mediation and moderation to the proposed conceptual framework. Structured questionnaires were used as a means of data collection, which allowed the attainment of objectivity and statistical rigour. The study was conducted according to a deductive type of reasoning, as theory expectations based

on Career Construction Theory (CCT) were turned into theories which were tested in terms of their empirical validity.

Setting and Time Horizon of the study.

Data had been gathered amongst the workers in the Pakistani section of telecommunication, in particular, within Huawei, Netcom, Jazz, and other privately owned companies located in Rawalpindi and Islamabad. Data collection will occur during May- July 2024 using Google form, to make it easier to access and cover a larger audience. Before filling the questionnaire, the respondents will be given written information regarding the purpose of the study, confidentiality measures, and other guarantees that they will take part in the study voluntarily. Such a design allows us to gather data at one point in time, which makes it the right design when we are interested in testing relationships between the constructs of career and other stable variables.

Research Interference and Unit of Analysis.

The research design was non-interventional field research where the researcher had little interference. All the participants were given self-administered questionnaires thus making them respond to them in a genuine way and eliminating the social desirability factor. The individual employee who is working in the telecom industry was the unit of analysis. The selection of this cohort is due to the fact that the industry is highly technological and constantly changing in terms of its work environments, which makes it a topical environment in the context of the investigation of career agility, adaptability, and success.

Questionnaire Development

The questionnaire was designed to be self-administered, in the English language with an aim of eliciting the necessary data. English is the language of most participants, but in most cases in Pakistan is not the native language, however, it is commonly used in education and in professional communication especially in the telecom industry, so, the translation was not required. The tool consisted of 49 items that were spread over five main constructs:

- Career Agility (14 items) Coetzee et al. (2021)
- Career Adaptability (11 items) Rottinghaus et al. (2005)
- Career Optimism (11 items) Rottinghaus et al. (2005)
- Boundaryless Mindset (8 items) Briscoe et al. (2006).
- Greenhaus et al. (1990) declared that the item comprised: Career Success (5 items).

Each of them was assessed on a five-point Likert scale with possible answers: strongly disagree, strongly disagree, strongly disagree, strongly disagree, strongly agree. Both scales had good internal consistency with Cronbach alpha coefficients of between 0.86 to 0.91 which guarantee reliability. The questionnaire also included 6 demographic questions that touched on gender, age, education, job status, tenure and position.

Population and Sampling

The target population was the employees of the telecommunication industry in Pakistan with presence in Islamabad and Rawalpindi. The population was selected because it is relevant to the process of digital transformation and quick innovation as well as dynamic skill requirements- something that requires career agility and adaptability.

A convenience and snowball sampling technique were utilized as a non-probability sampling technique. This strategy was pragmatic in that it was hard to reach the scattered workers who worked in various companies and gave the researcher access to respondents via professional networks and referrals. The respondents were to respond to online questionnaires willingly through organisational

contacts and social media. The non-probability sampling was considered an adequate method of exploratory research when it appears that the probability-based sampling is not feasible (Neuman, 2013).

Sample Size

The size of the sample required was calculated based on the rule of ten (items 10) that was promulgated by Hoogland and Boomsma (1998). The questionnaire had 49 items, which is why the minimum number of respondents was more than 490. This distributed 550 questionnaires and received 390 valid returns of 70 percent response rate. This number does not quite meet the estimated standard, but the sample is much larger than the amount recommended to conduct statistically significant factor analysis (Comrey & Lee, 1992; Tabachnick and Fidell, 1983). The final dataset was therefore considered to be sufficient in performing regression and mediating/moderating analysis.

Scales and Measures

- Fit checks The study used validated measures out of previous studies to ensure construct reliability and comparability:
- Career Agility - assessed as the Career Agility Scale, 14 items (Coetzee et al., 2021; and 14 0.906). Sample item: I believe I am sensitive to change and it is a key to my career success.
- Career Adaptability - measured using the 11-item Career Adaptability Scale (Rottinghaus et al., 2005; 11 =0.863). Sample question: "Other people would say that I am flexible to change in my career plans.
- Career Success - assessed with the 5-item Career Satisfaction Scale (Greenhaus et al., 1990; 7g =.897). Sample question: I feel content with my career advancement towards my overall career objectives.
- Career Optimism - 11 item Career Futures Inventory (Rottinghaus et al., 2005; 11) is used to measure this. Sample question: I become excited when I think about my career.
- Boundaryless Mindset: Assessed with eight items assessed on the Boundaryless Career Attitude Scale (Briscoe et al.,'2006; α 0.912). Sample question: "I want to get a job assignment that would enable me to learn something new.

The scales are well known to be valid and reliable in career development studies. This inclusion helped in making them comparable with the already published studies and offer strong measurement to the constructs that were being investigated.

Demographics

Background demographic questions were used to gather background details including; gender, age range, education level, job status, tenure and position at the organization. In SPSS, coding was done (e.g.,1=Male,2=Female) to ensure consistency in the analysis. Descriptive statistics and possible control variables in further analyses were applied to these variables.

Data Analysis Procedure

All data analyses were done in SPSS (Statistical Package of the Social Sciences). The steps undertaken to guarantee data integrity and data analysis rigor were:

1. Data Cleaning: Detection and removal of values that are missing or outliers.

2. Descriptive Statistics: Demographic data, its presentation and the trends.
3. Reliability Analysis: To establish internal consistency of measurement scales, calculation of Cronbachs alpha is carried out.
4. Correlation Analysis: Testing of the connections between the key variables.
5. ANOVA and Regression Analysis: Means and interrelations.
6. Moderation and Mediation Testing: The measurement of indirect and conditional effects through regression-based methods (PROCSS Macro).

Such a systematic operation ensured that the data followed the assumptions of normality, linearity and reliability before the hypothesis testing. The quantitative approach generated factual and repeatable results of the association involving career agility and career success, career optimism and adaptability, with a boundaryless mindset mediating these, influencing these effects.

Results

This study aimed at measuring the impact of Career Agility (CA) on Career Success (CS) and Career Optimism (CO) at a time that the mediating role of Career Adaptability (CAD) and moderating impact of Boundaryless Mindset (BM) among workers in the telecom industry were checked. The statistical analysis was done with SPSS.Demographic Profile of Respondents

Data were collected from 390 respondents. The demographic breakdown showed that 58.7% were male and 41.3% female. The majority of respondents (84.6%) were between 20–30 years, reflecting a young, early-career sample. Most participants held a Bachelor's degree (63.1%), were employed full-time (73.6%), and served in middle management positions (53.3%). Around 79.5% had 0–5 years of experience, suggesting a relatively new workforce in the industry.

These demographics reflect a population characterized by early career professionals navigating dynamic career environments, making it suitable for studying career agility and adaptability constructs.

Control Variable Analysis

A one-way ANOVA was conducted to test the influence of demographic factors on dependent variables (CS and CO). Results indicated that age ($p = .054$), work status ($p = .001$), position ($p = .004$), and experience ($p = .000$) had significant effects on Career Success, while age ($p = .003$) and work status ($p = .001$) were significant for Career Optimism. These variables were therefore statistically controlled in subsequent regression analyses.

Descriptive Statistics and Reliability

Descriptive statistics confirmed data normality (skewness and kurtosis within ±2). Respondents rated themselves highly across all constructs:
- **Career Agility** (M = 3.98, SD = 0.62)
- **Career Adaptability** (M = 3.86, SD = 0.57)
- **Career Success** (M = 3.61, SD = 0.86)
- **Career Optimism** (M = 3.81, SD = 0.68)
- **Boundaryless Mindset** (M = 3.92, SD = 0.73)

All Cronbach's alpha values exceeded the 0.7 threshold, confirming scale reliability (CA = .906, CAD = .863, CS = .897, CO = .900, BM = .912).

Table 1: Descriptive and Reliability Statistics

Variable	Mean	SD	Cronbach's α	Skewness	Kurtosis
Career Agility	3.98	0.62	.906	-0.85	2.38
Career Adaptability	3.86	0.57	.863	-0.74	2.80

Career Success	3.61	0.86	.897	-0.58	0.27
Career Optimism	3.81	0.68	.900	-0.73	1.59
Boundaryless Mindset	3.92	0.73	.912	-0.98	1.89

Correlation Analysis

Correlation analysis was conducted to identify associations among variables. Results indicated significant positive relationships among all key variables ($p < 0.01$). Career Agility showed a strong positive correlation with Career Adaptability ($r = .757$) and Career Optimism ($r = .666$), suggesting that agile individuals are also adaptable and optimistic. Career Adaptability correlated strongly with Career Optimism ($r = .729$) and Career Success ($r = .543$), confirming its mediating importance.

Table 2: Correlation Matrix (n = 390)

Variables	CA	CAD	CS	CO	BM
Career Agility (CA)	1	.757**	.435**	.666**	.621**
Career Adaptability (CAD)		1	.543**	.729**	.578**
Career Success (CS)			1	.617**	.293**
Career Optimism (CO)				1	.526**
Boundaryless Mindset (BM)					1
Note: p < 0.01 (2-tailed)					

Regression and Mediation Analysis

Regression analysis confirmed most hypothesized relationships. Career Agility significantly predicted Career Success ($\beta = .435$, $p < .001$) and Career Optimism ($\beta = .296$, $p < .001$), supporting H1 and H2. It also positively influenced Career Adaptability ($\beta = .695$, $p < .001$), validating H3.

Mediation testing using the PROCESS macro (Model 4) showed that Career Adaptability fully mediated the relationship between Career Agility and Career Success ($\beta = .525$, 95% CI [.370, .686]), and partially mediated the relationship between Career Agility and Career Optimism ($\beta = .437$, 95% CI [.349, .523]), supporting H4 and H5.

Further, Career Adaptability significantly predicted both Career Success ($\beta = .754$, $p < .001$) and Career Optimism ($\beta = .629$, $p < .001$) (H6 and H7 supported).

Moderation Analysis

To test H8, moderation regression (Model 1) examined whether Boundaryless Mindset moderates the relationship between Career Agility and Career Adaptability. The interaction term (CA × BM) was insignificant ($\beta = -.013$, $p = .671$), indicating that BM does not alter the relationship between agility and adaptability.

Table 3: Summary of Hypothesis Testing

Hypothesis	Path	β	p-value	Result
H1	CA → CS	.435	< .001	Supported
H2	CA → CO	.296	< .001	Supported
H3	CA → CAD	.695	< .001	Supported
H4	CA → CAD → CS	.525	< .001	Supported
H5	CA → CAD → CO	.437	< .001	Supported
H6	CAD → CS	.754	< .001	Supported
H7	CAD → CO	.629	< .001	Supported
H8	BM moderates CA → CAD	−.013	.671	Not Supported

Overall, the results indicate that Career Agility enhances both Career Success and Career Optimism, directly and indirectly through Career Adaptability, while Boundaryless Mindset plays no moderating role.

Discussion

The findings of this research provide empirical support for the central role of Career Agility in achieving Career Success and sustaining Career Optimism. Consistent with Career Construction Theory (Savickas, 2005, 2013), agile individuals demonstrate proactive adaptability, which helps them navigate unpredictable work environments successfully.

Career Agility and Outcomes

The positive association between Career Agility and Career Success (H1) confirms that agile employees are more effective in responding to organizational change and seizing emerging opportunities (Hirschi, 2012; Rudolph et al., 2017). Similarly, the beneficial impact on Career Optimism (H2) implies that agility boosts confidence and goal orientation which form core motivational and resilience agents (Rottinghaus et al., 2005).

Mediation: Career Adaptability.

The mediation tests determine Career Adaptability as a critical process where agility is transformed into success and optimism (H4, H5). Adaptability enables people to be able to display concern, control, curiosity, and confidence (Savickas and Porfeli, 2012), thus overall foster better performance and perspective. These results support previous studies that emphasize adaptability as one of the resources essential to long-term employability (Tolentino et al., 2014; Delle and Searle, 2020). And moreover, Boundaryless Mindset does not significantly moderate.

However, against the expectation, the moderator effect of the Boundaryless Mindset was not found to have a significant effect on the association between Career Agility and Career Adaptability (H8). The possible reasons include the cultural and economic environment of the telecommunications industry in Pakistan where young employees in the early stages of their career often prioritize job security and stability over an open boundaryless exploration of their careers. Limited mobility and the existence of established organizational structures that place employees in established hierarchies are examples of structural constraints that can likewise make the implications of boundaryless orientations less relevant (Kostal and Wiernik, 2017).

Overall Interpretation

The paper once again proves that Career Agility and Career Adaptability are the critical attributes required to succeed in the current dynamic work environments. Together, they also alleviate personal career performance through encouraging life-long learning, agency, and stability. Nevertheless, it is not sufficient to develop a boundaryless orientation without reinforced structures of the organization. To foster agility and flexibility, organizations should have mentorship plans, cross functional training, and professional development workshops. These interventions enable perpetuation of career optimism and success as employees get accustomed to the current change.

Conclusion

To conclude, this study demonstrates that the combination of career agility and career adaptability is one of the main factors of career achievement and positive attitudes. The positive relationship between career agility and career success and career optimism is supported by empirical studies that were carried out in the telecommunication sector in Islamabad and Rawalpindi. All these interrelations will support the idea that career agility is associated with greater success and optimism, and career adaptability is a key intermediary in the process of creating these associations.

The research has found that the concept of a boundaryless mindset cannot be used to moderate career agility and career adaptability; however, it highlights the critical nature of career adaptability to career success and career optimism. Though such a mindset as boundaryless is not involved in the relationships between these variables, it demonstrates its potential as one of the strategies of helping people to adapt to different working conditions and seek other ways of professional development beyond the traditional organizational frames.

Career adaptability played the role of a mediator that aided in the development of career agility to career success in this research. Career adaptability had a partial mediation between career agility, career success, and career optimism. Similarly, those with adaptive readiness will be more career optimistic.

They can easily turn negative happenings into opportunities that are enabled by a positive view of themselves about their careers. The research results support the crucial nature of career adaptability in the driving force of individual career progression. Career adaptability also enables the organization and the individual to develop good pathways hence sustainable career development.

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