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RESEARCH ARTICLE

Work Volition to Subjective Well-Being: A Model Suggestion Based on Psychology of Working Theory: A Path Analysis Study

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Abstract

This study aims to test the mediating roles of career adaptability and work-related basic need satisfaction in the relationship between employees' work volition and subjective well-being. For this purpose, causal design was used as a research model. The research group comprises 210 employees (130 female 61.9% and 80 male 38.1%) (mean age = 31.65, standard deviation = 7.07 and age range = 18–57). Measurement tools were used: the Career Adaptability Scale, Positive–Negative Affect Schedule, Life Satisfaction Scale, Work Volition Scale, and The Work-Related Basic Need Satisfaction Scale. Path analysis technique was used in data analysis. In addition, mediation analysis was carried out in line with the stages revealed by Baron and Kenny (1986). In addition, whether the mediation effect is significant or not was tested with bootstrap analysis. Six hypotheses were developed in this study. All six hypotheses were confirmed in the present study. In addition to all these research findings, it has been proven that career adaptability and work-related basic need satisfaction partially mediate the relationship between work volition and subjective well-being.

Keywords: Career adaptability, subjective well-being, work volition, work-related basic need satisfaction

Introduction

While individuals continue their career development and structure their mental health development, in other words, the practical and healthy structuring of individuals' career development positively improves their mental health. Subjective well-being appears as an indicator of this positive mental health.

Subjective well-being is an essential form that shows how much happiness individuals feel (De la Barrera et al., 2023). In addition, subjective well-being includes three basic components. The first of these is that individuals frequently experience positive emotions. The second is that individuals experience negative emotions less frequently. Finally, individuals are satisfied with their lives (Diener, 1984). As subjective well-being is essential for individuals in all developmental stages, it is also necessary for employees. Studies in the literature have shown that employees with high subjective well-being have high psychological resilience, energy, self-care skills, social support, and commitment at work (Asan et al., 2020; Butt et al., 2020; Shirmohammadi et al., 2023). In this context, one of the variables affecting employees' subjective well-being is work volition.

Work volition is defined as the perceived capacity of individuals in career decision-making processes in the face of financial and structural constraints (Taylor et al., 2023). In addition, work volition has a three-dimensional structure. The first dimension is that individuals reflect their will despite the constraints. The second dimension is the financial

barriers individuals perceive in career decision-making processes. Finally, structural barriers exist in this process (Duffy et al., 2012).

Another variable related to subjective well-being is career adaptability. Career adaptability is defined as a concept that reflects the individual's psycho-social resources to cope with occupational problems and difficulties by planning their career future, exploring themselves and their environment in-depth, making and implementing decisions, and maintaining positive beliefs to pursue their goals (Cai et al., 2023). Additionally, career adaptability is conceptualized as having two components. The first of these components is career exploration, defined as the individual's search for themselves and their profession and trying to establish a relationship between them. The other component is the career plan, which is the individual thinking about their future, setting goals in this direction, and making plans to achieve them (Eryılmaz & Kara, 2016).

The last variable influencing subjective well-being is work-related basic need satisfaction. Work-related basic need satisfaction is expressed as a concept derived by adapting the three critical psychological needs (autonomy, relationships, and competence) in Deci and Ryan's (2000) self-determination theory to business life (Saghir & Saleem, 2023). In addition, work-related basic need satisfaction includes a three-dimensional structure. The first of these is the level of relationship needs of the individual at work. The second one shows the individual's need for competence in the workplace. Lastly, it reflects the individual's need for independence at work (Van Den Broeck et al., 2010) (Figure 1).

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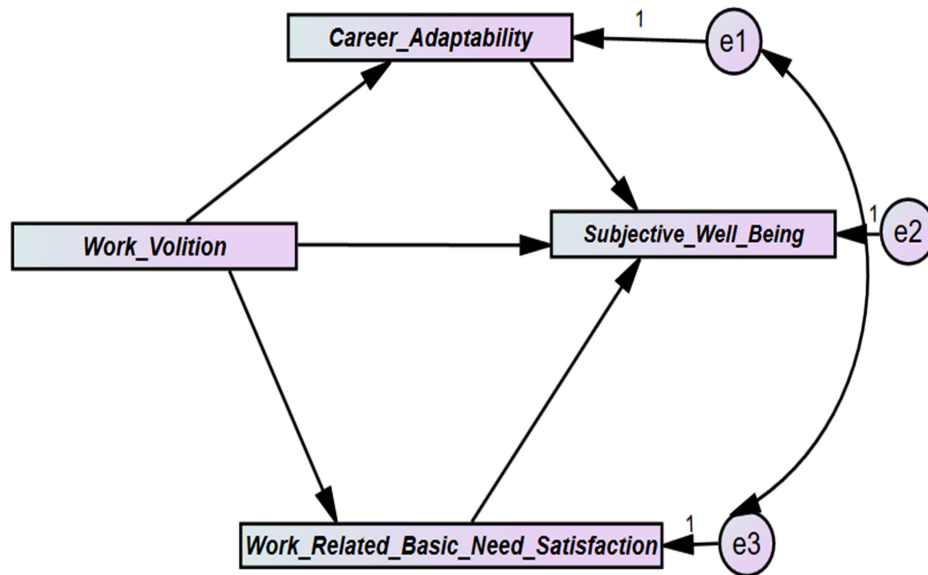


Figure 1.
Hypothetical Path Model.

Theoretical Framework

H1: The relationship between work volition and work-related basic need satisfaction

In the literature, indirect empirical studies have been conducted on the relationship between work volition and work-related basic need satisfaction. For example, Allan et al. (2023) conducted a study on a sample of university students and found that work volition is an essential variable in predicting academic satisfaction. Also, Duffy, Autin, and Bott (2015) reported a significant and positive relationship between work volition and job satisfaction in their study on working adults. In addition, Duffy et al. (2013) conducted a study on a sample of working adults and found that work volition predicts job satisfaction. As a result, based on the information and findings of these indirect studies, the hypothesis that work volition predicts work-related basic need satisfaction was established.

H2: The relationship between work volition and career adaptability

When the literature is examined, studies show that work volition affects career adaptability. For example, Autin et al. (2017) found that work volition is a crucial variable in predicting career adaptability in undergraduate students. Also, Kwon's (2019) study on university students observed that work volition is an essential predictor of career adaptability. In addition, Zhao et al. (2022) conducted a study on pre-service teachers and found that work volition is a crucial variable explaining career adaptability. As a result, based on the information and findings of the studies above, the hypothesis that work volition predicts career adaptability was produced in this study.

H3: The relationship between work volition and subjective well-being

In the literature review, there are studies indicating that there are significant relationships between work volition and subjective well-being. To prove this, Buyukgoze-Kavas et al. (2015) observed that work volition affects life satisfaction, one of the dimensions of subjective well-being, in a sample of university students. In addition, Duffy et al. (2013) found a significant and positive relationship between work volition and positive emotion, one of the dimensions of subjective well-being, in a sample of working adults. Furthermore, the study by Allan et al. (2023) on university students found that work volition predicts life satisfaction among the dimensions of subjective well-being. As a result, based on the findings and information of the studies above, the hypothesis that work volition predicts subjective well-being was formed in this study.

H4: The relationship between career adaptability and subjective well-being

There are studies examining the relationship between career adaptability and subjective well-being in the literature. For example, Eryılmaz and Kara (2019) found that career adaptability is a crucial variable in predicting subjective well-being in a study conducted on teachers. Ramos and Lopez (2018) determined that career adaptability is an essential predictor of subjective well-being in a sample group of young and older adults. Konstam et al. (2015) reported that career adaptability predicts subjective well-being in unemployed emerging adults. As a result, based on the information and findings of the above studies, the hypothesis that career adaptability predicts subjective well-being was established in this study.

H5: The relationship between work-related basic need satisfaction and subjective well-being

When the literature is examined, it is seen that work-related basic need satisfaction and subjective well-being are related variables. For example, Doğan and Eryılmaz (2012) found that work-related basic need satisfaction predicted subjective well-being in the academicians sample. In addition, the study conducted by Junge (2018) on nurses revealed that work-related basic need satisfaction is an important predictor of subjective well-being. Also, according to Deci and Ryan's (2000) self-determination theory, individuals feel better by satisfying their psychological needs, such as autonomy, relationships, and competence in their work life. As a result, based on the above theoretical explanation and empirical research, the hypothesis that work-related basic need satisfaction predicts subjective well-being was developed in this study.

H6: The mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being

This study tested the mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being using the path analysis model. This path model was constructed based on the Psychology of Working Theory. Work volition is an essential concept in the Psychology of Working Theory. This concept is the sense of control over individuals' capacity to make career-related decisions despite constraints (Duffy et al., 2015). According to PWT, work volition is essential to person-environment fit (Duffy et al., 2016). In support of this, studies show that an individual's

high degree of work volition leads to positive occupational outcomes such as career adaptability and life satisfaction (Buyukgoze-Kavas et al., 2015; Duffy et al., 2016). In addition, PWT suggests that work fulfills three critical needs of the individual (Blustein, 2008). First, in the survival need, the individual's work may enable them to meet their basic needs, primarily for shelter and food, and control their life. Second is the need for social contribution; the individual can satisfy the need to interact and relate with others at work or in the broader environment. Thirdly, the individual can fulfill self-determination needs (autonomy, relationships, and competence). This need is based on Ryan and Deci's (2000) self-determination theory. According to PWT, individuals work as a means to survive. Still, those with a sense of work volition can better meet their social contribution and self-determination needs (autonomy, relationships, and competence) (Blustein et al., 2008; Duffy et al., 2016). In addition, the individual contributes positively to their general well-being by meeting these three basic needs through work (Duffy et al., 2016; Kirazcı et al., 2022). In light of all this information, it can be said that work-related basic need satisfaction and career adaptability mediate the relationship between work volition and subjective well-being.

This study is important in terms of increasing the subjective well-being of employees. Because of the increase in the subjective well-being of working individuals, their struggle for goals (Eryılmaz & Kara, 2019), social support at work (Shirmohammadi et al., 2023), energy (Butt et al., 2020) and commitment (Asan et al., 2020) increase, while workplace exclusion (Zhang & Shi, 2017) decreases.

It is seen that the study on the Psychology of Working Theory in Türkiye is mainly focused on scale adaptation (Buyukgoze-Kavas & Autin, 2019; Büyükgöze-Kavas & Ünal, 2019). On the other hand, there is limited research on testing the applicability of the Psychology of Working Theory in Türkiye. For example, the study conducted by Kozan et al. (2019) is the first to test the Psychology of Working Theory on a sample of low-income Turkish employees. In part of the related study, the effect of work volition and career adaptability on job and life satisfaction through decent work was tested with structural equation modeling. In addition, in the study conducted by Kirazcı et al. (2022) on Turkish employees, the variable of job needs satisfaction was added as a mediator, going one step further than the previous study. Thus, the mediating effect of job needs satisfaction in the relationship between decent work and job and life satisfaction was tested through path analysis. Unlike the studies above, subjective well-being was used as the outcome variable in the present study. Another difference is that career adaptability was a mediating variable besides work-related basic need satisfaction, both playing mediating roles in the relationship between work volition and subjective well-being. In addition, the variables used in the current study will contribute to the literature since they cover the assumptions of the Psychology of Working Theory. In addition to all these, there is a limited number of studies on the applicability of the Psychology of Working Theory to Turkish culture in the literature, and there is a need for such studies. The current research is hoped to contribute to the literature gap in addressing this need. As a result, this study aims to test the mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being among employees. Based on this general aim, the following hypotheses were generated:

H1: Work volition is a significant and positive predictor of work-related basic need satisfaction.

H2: Work volition is a significant and positive predictor of career adaptability.

H3: Work volition is a significant and positive predictor of subjective well-being.

H4: Career adaptability is a significant and positive predictor of subjective well-being.

H5: Work-related basic need satisfaction is a significant and positive predictor of subjective well-being.

H6: The mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being is significant.

Methods

Study Design

This study aims to test the mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being among employees. Based on this aim, the current research was conducted using a causal design (Neuman, 2007). The causal variable of the current study is work volition; the mediating variables are career adaptability and work-related basic need satisfaction, and the outcome variable is subjective well-being.

Study Group and Procedure

The data were collected through a Google Survey form. A participant approval option box was placed on this questionnaire form during the data collection process; the data of four participants who marked this as no were excluded. In addition, six participants who stated that they were not actively working were excluded from the data set, and the data were analyzed using the remaining 210 people. While determining this number, the formula (Number of People/Number of Parameters > 10) was used (Kline, 2019). Accordingly, there are 15 parameters in the hypothetical model. According to this formula ($210/15 = 14$), sufficient sampling is reached for path analysis.

The mean age of the 210 employees in the study group (130 female, 61.9%, and 80 male, 38.1%) was 31.65, the standard deviation was 7.07, and the age range was 18–57. In addition, the perceived socio-economic levels of these employees are distributed as follows: 14 (6.7%) low, 176 (83.8%) medium, and 20 (9.5%) high. Also, the occupational distribution of the employees is as follows: academicians, soldiers, bankers, farmers, doctors, engineers, tradespeople, barbers, physiotherapists, security guards, technicians, laborers, psychological counselors, psychologists, civil servants, accountants, teachers, and social services specialists. Ethics committee approval was obtained from Kastamonu University Rectorate of Social Sciences and Humanities Scientific Research and Publication Ethics Committee (Approval no: E-16498365-050. 01.04-2300 029011, Date: 9.03.2023). All participants included in the study gave informed consent for the data publication and participation in this study.

Measurement Tools

Career Adaptability Scale

Career Adaptability Scale (CAS) was developed by Eryılmaz and Kara (2016). It consists of 10 items. The validity and reliability studies of CAS were conducted by Eryılmaz and Kara (2016). Exploratory factor analysis revealed that the CAS has a two-dimensional structure, namely career exploration and career plan, with factor loadings ranging from 0.57 to 0.80 and a total explained variance of approximately 55.87%. In the confirmatory factor analysis, the goodness of fit indices of the CAS were determined to be at an acceptable level (χ^2/df 70.75/34=2.08; GFI=.94, CFI=.98, AGFI=.90, NFI=.95, and RMSEA=.07). The internal consistency coefficient for career exploration was $\alpha=.84$, for career plan $\alpha=.71$, and the whole scale $\alpha:.85$ for the entire scale $\alpha=.85$ (Eryılmaz & Kara, 2016).

Positive and Negative Affect Schedule

Positive and Negative Affect Schedule (ANAS) was developed by Watson et al. (1988). The adaptation of PANAS into Turkish and its

validity and reliability analyses were made by Gençöz (2000). Positive and Negative Affect Schedule has 20 items. These items include ten positive emotions and ten negative emotions. PANAS's exploratory factor analysis findings revealed that the total variance explained was 44% (Gençöz, 2000). The internal consistency coefficient of PANAS was found to be .88 in the positive emotion dimension and .87 in the negative emotion dimension (Watson et al., 1988).

Life Satisfaction Scale

Life Satisfaction Scale (LSS) was developed by Diener (1984). It was adapted into Turkish by Köker (1991). Life Satisfaction Scale has five items and a 7-point rating type. It is unidimensional. The exploratory factor analysis found that the explained variance of the LSS was 66%. The confirmatory factor analysis determined that the LSS was unidimensional and had acceptable goodness of fit indices. The reliability study reported the internal consistency coefficient of LSS as .87 (Durak et al., 2010).

Work Volition Scale

Work Volition Scale (WVS) was developed by Duffy et al. (2012). Its adaptation into Turkish, validity, and reliability studies were performed by Büyükgöze-Kavas and Ünal (2019). The WVS is a three-dimensional scale consisting of 13 items. These dimensions are volition, financial barriers, and structural barriers. The confirmatory factor analysis obtained acceptable goodness of fit indices (RMSEA=0.05, TLI=0.95, CFI=0.96, and SRMR=0.04). The internal consistency coefficient of the entire scale was found to be 0.86 (Büyükgöze-Kavas & Ünal, 2019).

Work-Related Basic Need Satisfaction Scale

Work-Related Basic Need Satisfaction Scale (WRBNSS) was developed by Van Den Broeck et al. (2010) and it was adapted into Turkish, with its validity and reliability analyses conducted by Doğan and Eryılmaz (2012). It contains 18 items and consists of three dimensions: the need for relationships at work, the need for competence at work, and the need for independence at work. Confirmatory factor analyses conducted within the scope of construct validity showed that the goodness of fit indices ($\chi^2/df=2.43$, RMSEA=0.062, IFI=0.94, CFI=0.94, and GFI=0.91) were at acceptable levels (Doğan & Eryılmaz, 2012). In the reliability analysis performed by Doğan and Eryılmaz (2012), it was observed that the internal consistency coefficients ranged between 0.69 and 0.78 among the sub-dimensions.

Data Analysis

In this study, the preliminary analysis process was carried out first. The normality assumption was checked with kurtosis and skewness values (Tabachnick & Fidell, 2007). Then, multicollinearity was examined by looking at VIF, Tolerance, Conditional Index, and Pearson Product Moment Correlation Coefficient values. After the assumptions of the preliminary analyses were met, the path analysis technique was preferred to determine the causal relationships between the observed variables (Kline, 2019). In addition to this, mediation analysis was evaluated according to the stages put forward by Baron and Kenny (1986). Also, bootstrap analysis was used to test whether the mediation effects were significant. 1000 resamplings were generated, and lower and upper-bound confidence intervals were defined (Hayes, 2017). The significance of these indirect effects was determined as the lower and upper-bound confidence intervals did not contain zero (Shrout & Bolger, 2002). Finally, the estimation method was calculated using the maximum likelihood method (Kline, 2019).

Results

Preliminary Analysis

In this study, normality, multicollinearity, and Pearson product moment correlation analyses were applied within the scope of the

Table 1.

Descriptive Statistics, Correlation and Reliability Analysis

Variables	1	2	3	4
(1) Work Volition	1			
(2) Career Adaptability	.520**	1		
(3) Work-Related Basic Need Satisfaction	.364**	.492**	1	
(4) Subjective Well-Being	.526**	.526**	.548**	1
Arithmetic Mean	63.46	38.61	69.06	35.44
Standard Deviation	14.02	8.33	9.99	16.27
Skewness	-.48	-1.04	-.36	-.40
Kurtosis	-.32	1.28	-.20	-.08
α	.83	.92	.84	(PANAS: .73; LSS: .89).

Note. ** $p < .01$, PANAS=Positive and Negative Affect Schedule, LSS=Life Satisfaction Scale.

preliminary analysis. First, the normality assumption (skewness and kurtosis values) was investigated. In this direction, the skewness coefficient of the current study was observed to vary between -1.04 and -0.36, while the kurtosis coefficient was calculated to vary between -0.32 and 1.28. These values show that the current study meets the normality assumption (Tabachnick & Fidell, 2007).

Second, multicollinearity (VIF, tolerance, and conditional index values) was examined. At this point, it was revealed that VIF values varied between 1.34 and 1.60, tolerance values ranged between .62 and .74, and conditional index values varied between 1.00 and 20.19. These values prove that there is no multicollinearity problem in the current research (Kline, 2019). In addition, it was concluded that the Pearson Product Moment correlation coefficient between the observed variables in the current study varied between .36 and .54. These values provide additional evidence that there is no multicollinearity problem in the current study.

Path Analysis

This study aims to test the mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being among employees. Since a causal relationship was established between the observed variables in line with this general aim, the data were analyzed using the path analysis technique (Kline, 2019). The path model diagram obtained as a result of the path analysis is shown in Figure 2. In addition, the path analysis results are given in Table 2.

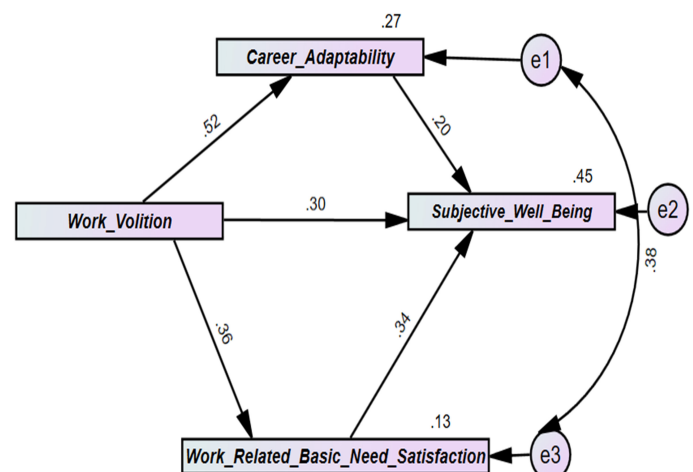


Figure 2.
Path Model Diagram.

Table 2.
Path Analysis Results

Predicted Variables	Predictor Variables	B	S.H.	t	p
Career Adaptability	← Work Volition	.309	.035	8.794	**
Work-Related Basic Need Satisfaction	← Work Volition	.260	.046	5.657	**
Subjective Well-Being	← Career Adaptability	.400	.127	3.152	.002*
Subjective Well-Being	← Work Volition	.343	.070	4.870	**
Subjective Well-Being	← Work-Related Basic Need Satisfaction	.553	.097	5.704	**

Note: *** $p < .001$.
** $p < .01$.

According to Figure 2, career adaptability increases by 0.52 ($t=8.797$, $p < .001$), work-related basic need satisfaction increases by 0.36 ($t=5.657$, $p < .001$) and subjective well-being increases by 0.30 ($t=4.870$, $p < .001$) with a one-unit increase in work volition. In addition, subjective well-being increases by 0.20 ($t=3.152$, $p < .01$) with a one-unit increase in career adaptability. Finally, subjective well-being increases by 0.34 ($t=5.704$, $p < .001$) with a one-unit increase in work-related basic need satisfaction.

When the variances explained in Figure 2 were evaluated, it was seen that work volition explained approximately 27% of career adaptability. Also, work volition explained approximately 13% of work-related basic need satisfaction. In addition to all these, it was determined that the three factors of work volition, career adaptability, and work-related basic need satisfaction together explained approximately 45% of subjective well-being.

Mediation Analysis

This study aims to test the mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being among employees. In this context, the stages put forward by Baron and Kenny (1986) were considered in the mediation analysis. In the direct effect model, which is the first stage, the direct effect of work volition on subjective well-being ($\beta=.53$; $t=8.940$; $p < .001$) was found to be significant (see Figure 3).

In the second stage, career adaptability and work-related basic need satisfaction were added as mediating variables to the model from work volition to subjective well-being. As a consequence of this addition, the effect of work volition on subjective well-being ($\beta=.30$; $t=4.870$) decreased, but its effect was still significant ($p < .001$). According to this result, it is proven that career adaptability and work-related basic need satisfaction partially mediate the relationship between work volition and subjective well-being.

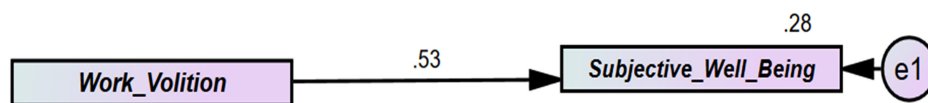


Figure 3.
Direct Effect Model Diagram.

Table 3.
Bootstrap Analysis Results

Exogenous Variable	Mediator Variables	Endogenous Variable	Bootstrap Coefficient (β)	Standard Error	95% CI (Lower and Upper Limit)	p
WV	CA and WRBNS	SWB	.23*	.04	[.133, .323]	.003

Note: CA=Career adaptability; SWB=Subjective well-being; WRBNS=Work-related basic need satisfaction; WV=Work volition
* $p < .05$.

Bootstrap Analysis (Significance of indirect effects)

Bootstrap analysis was used to test whether the partial mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being is significant. In this direction, bootstrap analysis was done by resampling 1000 times and forming lower and upper confidence intervals (Hayes, 2017). The results of the bootstrap analysis are presented in Table 3.

Table 3 shows that the partial mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being was significant ($\beta=.23$, 95% CI [.133, .323]). Based on all these results, it has been evidenced that career adaptability and work-related basic need satisfaction partially mediate the relationship between work volition and subjective well-being.

Discussion

This study aims to test the mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being among employees. Six hypotheses were developed for this aim. These six hypotheses were confirmed in the current study.

As a first result of this study, work volition significantly and positively predicts work-related basic need satisfaction. There are indirect studies in the literature supporting the result of this study (Allan et al., 2023; Duffy et al., 2015; Duffy et al., 2013). The nature of work volition can explain this study's result. Work volition is the willingness to develop and achieve career goals by overcoming difficulties and believing that future career opportunities will be available. Due to these characteristics, work volition positively affects an individual's life, academic, and job satisfaction (Kwon, 2019). In light of this information, work volition may function as a protective factor for work-related basic need satisfaction in the current study.

As the second result of this study, work volition is a significant and positive predictor of career adaptability. Some studies in the literature are consistent with the result of this study (Autin et al., 2017; Kwon, 2019; Zhao et al., 2022). The Psychology of Working Theory can explain this study's findings. In the Psychology of Working Theory, work volition is individuals' resources, such as their psychological capital, that enable them to obtain detailed information about their career development and the labor market, the status of career resources, and their personality traits at the point of accessing information (Zhao et al., 2022). Career adaptability is the ability of individuals to use their resources to fulfill expected and current professional development tasks (Kara et al., 2022). These resources include self-regulation skills that enable individuals to react flexibly to their career development and environment (Savickas & Porfeli, 2012). In addition to these, in the findings of some studies (Autin et al., 2017; Kwon, 2019; Zhao et al.,

Table 4.
Evaluation of Direct, Mediating, and Total Effects for Path Model

Hypotheses	Model Paths	Standardized Path Coefficient (β)	Effect Size	Decision
Direct Effect				
H1	WV \rightarrow WRBNS	0.36***	Medium	Supported
H2	WV \rightarrow CA	0.52***	High	Supported
H3	WV \rightarrow SWB	0.30***	Medium	Supported
H4	CA \rightarrow SWB	0.20**	Medium	Supported
H5	WRBNS \rightarrow SWB	0.34***	Medium	Supported
Mediating Effect				
H6	WV \rightarrow CA and WRBNS \rightarrow SWB	0.23*	Medium	Supported
Total Effect				
	WV \rightarrow SWB	0.53	High	

Note: The effect size of standardized path coefficients is: low (below .10); medium (below .30); and high (above .50) (Kline, 2019).

CA=Career Adaptability; SWB=Subjective Well-Being; WRBNS=Work-Related Basic Need Satisfaction; WV=Work Volition.

*** $p < .001$.

** $p < .01$.

* $p < .05$.

2022), it is stated that an attitudinal structure (i.e., work volition) that contains personal resources is needed to bring career self-regulation skills (i.e., career adaptability) to an active and positive point. In other words, individuals with a high work volition mobilize more personal resources to cope with their structural or personal obstacles, expand their access to the labor market, and thus achieve positive career outcomes (Zhao et al., 2022). Career adaptability can be seen as a positive career outcome.

In the third result of this study, work volition predicts subjective well-being in a significant and positive way. This study result coincides with the findings of some studies in the literature (Allan et al., 2023; Buyukgoze-Kavas et al., 2015; Duffy et al., 2013). In addition, this study's findings can be interpreted in terms of the telic theory of subjective well-being. In the telic theory, one of the critical factors affecting individuals' subjective well-being is goal setting. However, setting a goal alone is not enough. The behaviors performed to achieve the goal and the outcomes of these behaviors make individuals' subjective well-being positive (Emmons, 1986; Eryilmaz, 2012). In this context, work volition in the current study can be considered as the perceived capacities of employees in making career decisions (behaviors and outcomes of these behaviors to achieve goals). As a result, it can be said that the telic theory confirms this study's findings.

As the fourth result of this study, career adaptability is a significant and positive predictor of subjective well-being. Various studies in the literature are similar to this study result (Eryilmaz & Kara, 2019; Konstam et al., 2015; Ramos & Lopez, 2018). This finding can be evaluated through the career construction theory based on career adaptability. Career adaptability is a dynamic capacity of competence related to changing one's thoughts, feelings, and behaviors in coping with sudden and unexpected changes or uncertainties in business life (Savickas & Porfeli, 2012). In other words, instead of being a coping competence limited to the stable stage of the career development process, it is the level of readiness to respond actively and positively to future situations that are difficult to predict (Kara et al., 2022). Career adaptability stands out as a variable closely related to individuals' happiness as it encourages them to adapt to environmental demands that are sudden, unexpected, or difficult to predict (Eryilmaz & Kara, 2019; Kwon, 2019). As a result, considering these characteristics of career adaptability, it is inevitable that this concept will positively affect subjective well-being in the current research.

As a result of the fifth finding of this study, work-related basic need satisfaction predicts subjective well-being in a significant and positive way. Supporting this study result, there are empirical studies in the literature (Doğan & Eryilmaz, 2012; Junge, 2018). In addition, Deci and Ryan's (2000) self-determination theory can explain the results of this study. According to this theory, individuals fulfill their psychological needs, such as autonomy, relationships, and competence, through work, and this fulfillment contributes to their positive well-being. The employees in this study may have met these psychological needs through work and increased their subjective well-being.

As a final result of this study, the mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being is significant. This study's findings support the assumptions of the Psychology of Working Theory. According to the Psychology of Working Theory, employees with a high work volition perceive their jobs as a profession. In addition, they readily attribute meaning to it by reflecting themselves in their occupational fields. Besides, employees with high work volition are clearly aware of their personal resources and work environment (Duffy et al., 2016). This work volition awareness and career exploration increase their self-regulation skills (i.e., career adaptability) in their career development (Autin et al., 2017; Duffy et al., 2016; Buyukgoze-Kavas et al., 2015; Kwon, 2019; Zhao et al., 2022). This increased career adaptability also increases employees' positive mental health development, that is, their subjective well-being (Eryilmaz & Kara, 2019; Konstam et al., 2015; Ramos & Lopez, 2018). In addition to these, according to the Psychology of Working Theory, employees with high work volition satisfy their self-determination needs (autonomy, relationships, and competence) better through work (Blustein et al., 2008; Duffy et al., 2016). Satisfying these work-related psychological needs also gives them positive well-being (Duffy et al., 2016; Kirazcı et al., 2022). As a result, the finding that the mediating role of career adaptability and work-related basic need satisfaction in the relationship between work volition and subjective well-being is significant, which is verified by the assumptions of the Psychology of Working Theory.

Conclusion and Recommendations

Some limitations and recommendations specific to this study can be developed. For example, this study was designed with a quantitative research approach using cross-sectional and path analysis techniques. In the future, longitudinal studies can be conducted by including the variables in this study and measuring with time intervals. Also, the qualitative research approach, which offers the opportunity to examine the variables in this study in more depth, can be used in future studies. Besides, this study is valuable in testing the Psychology of Working Theory, which is limited to Turkish culture. Therefore, studies need to test the applicability of the Psychology of Working Theory in Turkish culture. In addition, this study reached a subjective well-being model on Turkish employees. In the following processes, the dimensions of the model obtained in this study can be used in experimental studies that can be conducted to increase the subjective well-being of employees. Finally, this study was conducted on Turkish employees with different socio-economic levels. In future studies, the variables in this study can be tested on a sample of low-income Turkish employees.

Availability of Data and Materials: The data that support the findings of this study are available on request from the corresponding author.

Ethics Committee Approval: Ethics committee approval was obtained from Kastamonu University Rectorate of Social Sciences and Humanities Scientific Research and Publication Ethics Committee (Approval no: E-164 98365-050.01.04-2300029011, Date: 9.03.2023).

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