Unraveling Dutch Employee Life Satisfaction: Investigating the Role of Career Adaptability as a Mediator in Perceived Organizational Support.

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Abstract

This study investigates the relationship between perceived organizational support (POS) and life satisfaction among Dutch employees, focusing particularly on the mediating role of career adaptability. Survey data collected from 136 employees in the Netherlands are analyzed using mediation analysis techniques to explore how POS influences life satisfaction directly and indirectly through career adaptability. The main hypothesis of this research is that perceived organizational support is related to life satisfaction through career adaptability. The main finding of the study underscores a significant association between POS and life satisfaction. Additionally, the mediation analysis reveals that POS not only directly influences life satisfaction but also exerts an indirect effect through its positive impact on career adaptability. This underscores the importance of nurturing career adaptability as a means of promoting overall life satisfaction among employees within organizations.

Keywords: Life Satisfaction, Career Adaptability, Perceived Organizational Support

Introduction

Before the pandemic, the most important factors for working were a physically comfortable workspace and recognition and rewards, as highlighted by Heskestad and Keener (2019). However, new employee trends have emerged post-pandemic. A survey conducted by PwC (2022) among 1,043 Dutch employees revealed that 63% of respondents now identify organizational support for their well-being as the most important factor when considering a change in their work environment. This shift in employee priorities underscores the significance of organizational support, particularly perceived organizational support (POS).

POS refers to employees' perception of their value, the prioritization of their well-being, and the support they receive from the organization. According to Eisenberger, Shanock, and Wen (2020), POS significantly influences the employee experience and organizational dynamics. POS is a crucial resource that can buffer job demands and contribute to resource gain. Employees with high POS are likely to experience lower stress and burnout levels, and higher engagement and job satisfaction levels (Rhoades & Eisenberger, 2002). This supportive environment helps employees feel valued and assured that assistance will be available when needed, fostering a more resilient and committed workforce.

In addition to POS, the Conservation of Resources (COR) theory provides another important perspective on employee well-being. The COR theory posits that individuals strive to obtain, retain, and protect their resources, which can include objects, conditions, personal characteristics, or energies valued by individuals or serving as means to achieve their ends (Hobfoll, 2011). When individuals perceive strong organizational support, they are more likely to conserve and build their resources, which in turn enhances their career adaptability.

Career adaptability represents personal resources that help individuals manage career-related challenges and transitions. Employees with high career adaptability are better equipped to cope with changes, enhancing their resilience and reducing the negative impact of job demands (Savickas, 2012). This adaptability enables employees to navigate their career paths more effectively, ensuring sustained performance and satisfaction in their professional roles. Extensive research shows that career adaptability is significantly linked to higher life satisfaction. Rudolph et al. (2017) found that individuals with enhanced career adaptability tend to experience higher levels of life satisfaction. This connection is explained by their adeptness in managing career transitions, overcoming obstacles, and pursuing fulfilling objectives within their professional endeavors.

According to COR theory, resources tend to generate further resources in a process known as resource gain spirals. High POS can enhance career adaptability by providing support and development opportunities. In turn, greater career adaptability can lead to improved job performance and career success, which can further enhance POS (Hobfoll, 2011). This positive feedback loop underscores the dynamic interplay between organizational support and personal adaptability.

The accumulation of resources through high POS and career adaptability can lead to greater life satisfaction. As employees feel more supported and capable of managing their careers, they are likely to experience higher overall well-being and life satisfaction (Zacher & Griffin, 2015). This holistic sense of well-being is crucial for maintaining a healthy work-life balance and achieving long-term career fulfillment.

However, there is a clear gap in knowledge regarding how POS relates to life satisfaction, particularly considering the influence of career adaptability in the Netherlands. Therefore, the aim of this thesis is to investigate whether perceived organizational support (POS) through career adaptability predicts life satisfaction for employees in the Netherlands. By examining this relationship, the study aims to contribute to a deeper understanding of the factors that enhance employee well-being and satisfaction in the post-pandemic work environment. This research could provide valuable insights for organizations looking to support their workforce more effectively, ultimately leading to a more resilient and satisfied employee base.

Perceived Organizational Support (POS)

According to Eisenberger et al., (2020), Perceived Organizational Support (POS) entails employees' subjective perceptions of how much the organization appreciates their contributions, prioritizes their well-being, and supports their interests. Another definition provided by Eisenberger et al., (2020) in organizational psychology reflects employees' perceptions of the extent to which their contributions are appreciated, their well-being is prioritized, and they are supported by the organization. Overall, POS encompasses employees' subjective perceptions regarding the degree to which the organization values their contributions, prioritizes their well-being, and supports their interests.

A strong perception of organizational support (POS) among employees fosters the belief that their organization values and supports them, resulting in positive outcomes for both individuals and the organization as a whole (Bocciardi et al., 2017). When employees feel supported by their organization, they tend to react positively, feeling a sense of reciprocity towards the organization. For example, implementing an employee recognition program to acknowledge

and reward employees for their achievements and contributions has been proven to elevate their performance levels in anticipation of the next performance review (Johnson & Johnson, 2018). Conversely, low levels of POS can lead to feelings of alienation, disengagement, and turnover intentions among employees (Eisenberger et al., 2020).

Further research conducted by Eisenberger et al. (2020) has identified key factors influencing POS, including fairness, leadership support, and organizational practices and working conditions, particularly when employees perceive these as discretionary choices made by the organization. This research suggests a modest increase in the average level of POS over the past three decades.

POS is also related to the Conservation of Resources (COR) theory in understanding employee well-being and performance. According to COR theory, individuals strive to obtain, retain, and protect valuable resources to mitigate stress and enhance well-being (Hobfoll, 2011). POS can be seen as a critical resource that helps employees build and conserve other resources, such as emotional support, job security, and development opportunities. When employees perceive high organizational support, it buffers the effects of job demands, reduces stress, and promotes resource gain, thereby fostering resilience and engagement (Rhoades & Eisenberger, 2002). This dynamic is consistent with COR theory, which posits that resource gain can lead to further accumulation of resources, creating a positive spiral of well-being and performance (Hobfoll, 2011).

Career Adaptability

Career adaptability, according to Savickas and Profeli (2012), involves a range of psychological and social characteristics that enable individuals to manage current responsibilities, anticipate future changes, handle job transitions, and deal with work-related difficulties. Career adaptability is important as it represents psychological and social elements that are crucial for overcoming challenges related to personal development tasks and shifts in work situations. (Savickas & Porfeli, 2012).

Career adaptability comprises several key aspects that contribute to an individual's ability to navigate and thrive in their career. There are four dimensions of career adaptability: concern, control, curiosity, and confidence, which encompass aspects related to managing career transitions, problem-solving, exploring new opportunities, and maintaining a positive outlook in the face of change (Savickas & Porfeli, 2012).

The concept of career adaptability has undergone significant evolution since its introduction nearly 40 years ago, resulting in new insights into career adaptability. Research has found that career adaptability is closely related to the Conservation of Resources (COR) theory. Career adaptability encompasses a set of psychosocial resources—concern, control,

curiosity, and confidence—that enable individuals to anticipate and navigate career transitions (Hobfoll, 2011). These resources align with COR theory's emphasis on the importance of resource management for stress reduction and resilience building. For example, individuals with high career adaptability are better equipped to respond to job demands and uncertainties, thereby protecting their existing resources and reducing the likelihood of resource loss (Savickas, 2012).

Moreover, career adaptability facilitates the acquisition of further resources such as career satisfaction, employability, and life satisfaction, which are essential for sustained career development and well-being. This dynamic interplay between career adaptability and resource management underscores the relevance of COR theory in understanding how individuals manage their careers in the face of constant changes and challenges (Rudolph et al., 2017).

Furthermore, age is a significant influencing factor on career adaptability, with younger workers generally demonstrating stronger adaptability compared to their older counterparts. This can be attributed to various developmental and psychological factors. For instance, younger workers are often in the exploration and establishment phases of their careers, where they are actively seeking growth and learning opportunities. This phase encourages higher adaptability as they navigate new roles and environments (Rudolph et al., 2017). Additionally, younger individuals typically exhibit greater flexibility and willingness to embrace new skills and technologies, which enhances their ability to adapt to changing career demands (Zacher & Griffin, 2015).

Life satisfaction

Satisfaction with life as a whole, often termed "subjective well-being," represents a cognitive, overall judgment of one's life. This judgment arises from comparing personal circumstances to a perceived standard (Diener, Emmons, & Larsen, 1985). Life satisfaction is influenced by both life outcomes and resources available in various life areas. Resources from work and family generally enhance overall satisfaction, whereas work and household duties can detract from it (Black-Wiklund et al., 2011). Work provides income and social status but can also constrain time for other tasks, potentially reducing satisfaction due to long work hours, stress, and job insecurity (Pavot & Diener, 2008). Conversely, factors like training opportunities and flexible working schedules positively impact life satisfaction, though flexible schedules can also lead to isolation and communication issues (Pavot & Diener, 2008).

Newest research about life satisfaction found that globally, young people aged 15 to 24 report higher life satisfaction than older adults. However, this gap is narrowing in Europe and has recently reversed in North America (Helliwell et al., 2024). Furthermore, research shows

that white-collar and managerial workers tend to be happier than blue-collar workers. Factors such as work environment, job security, and work-life balance play a significant role in shaping an individual's overall well-being (Helliwell et al., 2024).

Additionally, Hobfoll's (2011) Conservation of Resources (COR) theory posits that individuals aim to acquire, maintain, and protect valuable resources to minimize stress and enhance their well-being. Life satisfaction is boosted when individuals possess ample resources, such as social support, financial stability, and good health, as these resources reduce stress and improve their coping mechanisms (Hobfoll, 2011). Research shows that accumulating personal, social, and material resources correlates with higher life satisfaction (Zacher & Griffin, 2015). Additionally, resource gain spirals, where initial resource accumulation helps acquire more resources, further boost life satisfaction by buffering against future stress and enhancing overall well-being (Hobfoll, 2011).

The Present Study

The primary objective of this study is to investigate whether and how POS is related to life satisfaction, and what the role of career adaptability is in the relationship. Previous research has examined the relationship between POS and Career Adaptability. For instance, Eisenberger et al. (2020) discovered that employees perceiving high levels of support from their organizations are more likely to demonstrate greater career adaptability. Furthermore, studies have consistently shown a significant correlation between career adaptability and heightened life satisfaction. Rudolph et al. (2017) in their meta-analysis found that individuals with enhanced career adaptability tend to experience greater life satisfaction, as they are adept at managing career transitions, overcoming obstacles, and pursuing fulfilling goals within their professional pursuits.

However, there exists a significant gap in understanding the relationship between POS and life satisfaction, mediated by career adaptability, particularly within the Netherlands' context. The absence of prior research examining how perceived organizational support influences life satisfaction, especially in the workplace, is a crucial limitation (Black-Wiklund et al., 2011). This study has the potential to guide future research initiatives and policymaking efforts aimed at fostering a supportive workplace environment. By gaining insights from this research, we can understand the Dutch context better, future researchers can explore whether the findings hold true in other countries or regions.

Research Model and Hypotheses

Figure 1 presents the research model that was used as a guideline for the study. The model is proposed to provide an answer to the research question: "*Does Perceived Organizational Support through Career Adaptability, predict Life Satisfaction for Employees in the Netherlands?*".

Figure 1

Research model
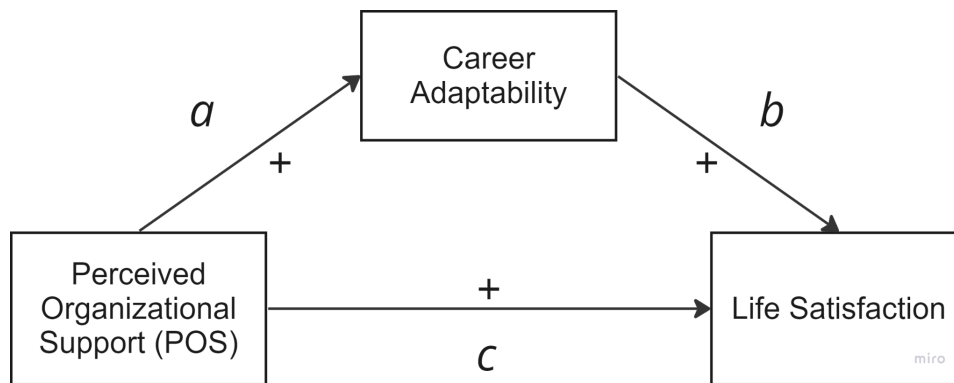
The following hypotheses are proposed:

H1: Perceived organizational support (IV) is related to higher life satisfaction (DV)

H2: Perceived organizational support (IV) is related to career adaptability (M)

H3: Perceived organizational support (IV) is related to life satisfaction (DV) through career adaptability (M)

Method

Procedure

The present research used quantitative data. The quantitative data was collected through a retrospective questionnaire. The survey (Appendix A) was composed and conducted by means of Qualtrics, was shared through email, LinkedIn, and other social media such as Whatsapp. Moreover, this study was ethically approved by the Ethical Review Board of the faculty of Social Sciences of Utrecht University.

Participants

The survey participants consisted of individuals currently employed in the Netherlands, both on a part-time and full-time basis, working between 20 and 40 hours per week within formal sector agencies or companies (excluding entrepreneurs or self-employed individuals). The age of participants ranged from 19 to 62 years old. The majority of participants were female (n = 72), followed by male (n = 62), and other (n = 2). The required sample size was 130. A total of 150 responses were recorded; however, 136 participants completed the survey in a way that the data were usable for the analyses. To ensure data diversity, participants' working experience varied from 2 months to over 10 years at the time of the survey.

Measures

The study incorporated the following variables: the dependent variable, which was the life satisfaction; the independent variable, perceived organizational support (POS); and the mediating variable, Career Adaptability. Additionally, demographic variables such as gender, age, and educational level were measured. As a result, we conducted a survey consisting of four main sections: Informed consent, the Perceived Organizational Support (POS) survey, the Career Adaptability Survey, the Life Satisfaction survey, and demographic questions.

Perceived organizational support (POS) was assessed through the Survey of Perceived Organizational Support (SPOS), consisting of 8 statement items aimed at gauging employees' perceptions of their organization's appreciation of their efforts and emphasis on their welfare (Eisenberger et al., 1997). The scale ranges from 1 (strongly disagree) to 7 (strongly agree). The eight items of this scale include "*The organization values my contribution to its well-being*" and "*The organization fails to appreciate any extra effort from me.*" With a Cronbach's alpha coefficient of α = .888, the scale is considered reliable.

Career adaptability was measured using the Career Adapt-Abilities Scale-International (CAAS) Form 2.0, created by Savickas and Porfeli (2012). The instrument, initially comprising

24 items, was later condensed to 12 items (Maggiori, Rossier, & Savickas, 2017), with established construct validity, reliability, and measurement equivalence across 13 countries, including the Netherlands. The scale started with the instruction introduction: "*Please rate how strongly you have developed each of the following abilities using the scale below.*" Example items of the scale include "*Investigating options before making a choice*" and *"Looking for opportunities to grow as a person*." The scale ranges from 1 (not strong) to 5 (strong), with a Cronbach's alpha coefficient of α = .913, suggesting that the scale is consistent and reliable.

The third section entailed evaluating life satisfaction using the "Satisfaction with Life Scale (SWLS)" created by Diener et al. (1985). It is a five-item scale from 1 (strongly disagree) to 7 (strongly disagree), used to assess global life satisfaction, where higher scores indicate greater satisfaction with life. An example of the items in the questionnaire is "So far I have gotten the important things I want in life" and "If I could live my life over, I would change almost nothing." This scale showed good consistency, with a Cronbach's alpha coefficient of α = .832. Lastly, demographic questions were included to gather information about participants' age, educational background, organization sector, employment status, and duration of employment within the organization.

Power analysis

The study aimed to recruit a sample size of at least 130 participants, with power analysis conducted using Monte Carlo Power Analysis. The specific parameters set included an R correlation of 0.30 for both path a and path c, while path b was specified at 0.34 by previous research examining career adaptability and life satisfaction (Santilli et al., 2024). A significance level (α) of 0.05 indicated a 5% chance of committing a Type I error, with a desired power (1 - β) of 0.80 representing an 80% chance of detecting a true effect if it existed.

The mediation model under examination involves a single mediator, and a confidence level of 95% is applied in the analysis. These parameters are utilized to ensure that the chosen sample size would provide sufficient statistical power to detect meaningful effects and minimize the likelihood of both Type I and Type II errors in the study.

Data analysis

In this analysis, SPSS software is utilized to examine the relationships between these variables. Specifically, a mediation analysis using the PROCESS macro by Hayes (2017) is conducted to assess how perceived organizational support influences life satisfaction both directly and indirectly through career adaptability. This analysis helps uncover the underlying

mechanisms through which perceived support from the organization impacts employees' overall satisfaction with their lives. To increase statistical power and to rule out possible negative effects of shortcomings concerning the assumption of normality, bootstrapping (repeatedly generating 5000 samples) is applied in all analyses (Hayes, 2013).

Results

Demographics

The participants in the study show a slight predominance of females (52.9%) over males (45.6%), with a small proportion identifying as others (1.5%). The majority are aged between 25-34 years (60%), followed by those aged 19-24 years (31.7%). Most participants have a high level of education, with 58.8% holding a Master's or PhD. The majority work full-time (61%) at 40 hours per week. In terms of employment status, most are permanent employees (53.7%), while a significant portion are on temporary contracts (39%). A large majority have been with their organization for 1-2 years (65%). The participants come from diverse sectors, with healthcare (13.2%) and finance (12.5%) being the most common.

Table 1

Demographics

Variables		N	Percent
Gender	Female	72	52.9%
	Male	62	45.6%
	Others	2	1.5%
Age	19-24	43	31.7%
	25-34	82	60%
	35-44	6	4.4%
	45-54	2	1.5%
	55-62	3	2.2%
Finished education	MBO	8	5.9%
	Bachelor (HBO & WO)	48	35.3%
	University (Master & PhD)	80	58.8%
Working hours per-week	20-23 hours	8	5.9%
	24-27 hours	6	4.4%
	28-31 hours	2	1.5%
	32-35 hours	14	10.3%
	36-39 hours	19	14%
	40 hours	83	61%
Employment status	Owner	1	0.7%
	Employee (Temporary contract)	53	39%
	Employee (Permanent contract)	73	53.7%
	Freelance	9	6.6%
Years of working in the organization	1-2 years	89	65%
	3-5 years	30	22%
	6-10 years	12	8.82%
	>10 years	5	1.47%
Organization sector	Manufacturing	17	12.5%
	Transportation/logistic	7	5.1%
	Government/public sector	10	7.4%
	Non-profit	11	8.1%
	Information Technology	8	5.9%
	Services/consulting	12	8.8%
	Finance	17	12.5%
	Education	12	8.8%
	Healthcare	18	13.2%
	Retail/commerce	12	8.8%
	other	12	8.8%

Preparatory Analysis

Perceived organizational support (POS) and career adaptability were significantly correlated with a coefficient of $r = .35$, $p < .001$, indicating a moderate positive relationship. This means that when employees feel supported by their organization, they are more likely to be adaptable in their careers. POS is also positively correlated with life satisfaction, with a coefficient of $r = .35$, $p < .001$, suggesting that organizational support contributes to overall happiness. Career adaptability, on its own, has a strong positive correlation with life satisfaction $r = .41$, $p < .001$, emphasizing that the ability to adapt in one's career plays a crucial role in how satisfied individuals feel with their lives.

Additionally, career adaptability shows a positive relationship with education level $r = .28$, $p < .001$, meaning that higher education levels are associated with greater adaptability in one's career. However, career adaptability is negatively correlated with the number of working hours $r = -.37$, $p < .001$ indicating that longer working hours may hinder one's ability to adapt in their career.

Life satisfaction is also related to education level (.209*), suggesting that higher education can lead to greater life satisfaction, which may reflect that those with stable employment tend to work more hours. Overall, these correlations highlight the interconnectedness of organizational support, career adaptability, education, working hours, and life satisfaction in shaping an individual's professional and personal well-being. Additionally, the data reveals that perceived organizational support (POS) has the lowest standard deviation (SD = .36), indicating that the perceptions of organizational support among employees are relatively similar across the sample.

Table 2
Ranges, Means, Standard Deviations, and correlations of the study variables

Variables	scale	n	M	SD	1	2	3	4	5	6	7
1. Perceived Organizational Support	1-7	136	4.05	.36		.350**	.310**	.053	.424	.543	.158
2. Career Adaptability	1-5	136	3.23	.68			.413**	<.285**	.135	-.113	-.370**
3. Life Satisfaction	1-7	136	4.79	.96				.209*	.057	.225**	.045
4. Education Level	1-7	136	5.53	.68					.309**	.192*	-.096
5. Age	1-3	136	1.77	.6						-123	.107
6. Gender	1-2	136	1.54	.529							-019
7. number of working hours per-week	1-7	136	5.96	1.69							

**. Correlation is significant at the 0.01 level.*
. Correlation is significant at the 0.05 level.

Perceived Organizational Support and Career Adaptability

Using the PROCESS macro to analyze the relationship between perceived organizational support (POS) and career adaptability, the results indicate a significant positive relationship. The path coefficient in Table 3 shown that (B) is .270, suggesting that the effect is statistically significant. This means that as perceived organizational support increases, career adaptability also tends to increase, reinforcing the importance of organizational support in enhancing employees' ability to adapt in their careers.

Career Adaptability and Life Satisfaction

Using the PROCESS macro to examine the mediating role of career adaptability in the relationship between perceived organizational support (POS) and life satisfaction, the results reveal a significant positive effect. The path coefficient in Table 3 shown that (B) from career adaptability to life satisfaction is .486, do not include zero, indicating that the effect is statistically significant. This suggests that higher levels of career adaptability are associated with greater life satisfaction, highlighting the crucial role that career adaptability plays in enhancing overall life satisfaction.

Mediation Analysis Perceived Organizational Support to Life Satisfaction through Career Adaptability

Using the PROCESS macro to analyze both the direct and indirect effects of perceived organizational support (POS) on life satisfaction through the mediator career adaptability, the results are illuminating. The direct effect of POS on life satisfaction in Table 3 is significant, with a path coefficient (effect) of .204, indicate that the effect is statistically significant. This result implies that POS contributes to life satisfaction even after accounting for the influence of career adaptability.

Additionally, the indirect effect of POS on life satisfaction through career adaptability is also significant. The indirect effect is .131, do not include zero, further confirming the significance of this mediating pathway. These results suggest that POS not only directly enhances life satisfaction but also does so indirectly by improving career adaptability. The total effect of POS on Life Satisfaction includes both the direct and indirect effects:

$$\text{Total Effect} = B_{\text{direct}} + B_{\text{indirect}} = 0.2046 + 0.1317 = 0.3363$$

The direct effect contributes approximately 60.84% to the total effect:

$$\text{Direct Effect Percentage} = \left(\frac{0.2046}{0.3363}\right) \times 100 = 60.84\%$$

The indirect effect contributes approximately 39.16% to the total effect:

$$\text{Indirect Effect Percentage} = \left(\frac{0.1317}{0.3363}\right) \times 100 = 39.16\%$$

These results underscore the substantial influence of POS on life satisfaction. The direct effect indicates that POS itself significantly enhances life satisfaction, accounting for 60.84% of the total effect. This means that POS alone, without considering other mediating factors, has a considerable impact on how satisfied individuals feel with their lives. The indirect effect, representing 39.16% of the total effect, demonstrates that career adaptability plays a crucial mediating role in this relationship. POS enhances career adaptability, which in turn increases life satisfaction. The significant indirect effect highlights the importance of career adaptability as a pathway through which POS influences overall life satisfaction.

Table 3

Mediation Analysis for the Relationship between Perceived Organizational Support, Career Adaptability, and Life Satisfaction

| Path	Predictor	Outcome	B	SE	t-value	p-value	95% CI (LLCI, ULCI)
a	Perceived Organizational Support	Career Adaptability	.27	.062	4.328	<.001	[0.1471, 0.3946]
b	Career Adaptability	Life Satisfaction	.486	.115	4.1941	<.001	[0.2569, 0.7156]
c'	Perceived Organizational Support	Life Satisfaction	.204	.089	2.2823	.0241	[0.0273, 0.3819]
ab	Perceived Organizational Support	Life Satisfaction	.132	.05			[0.0441, 0.2486]
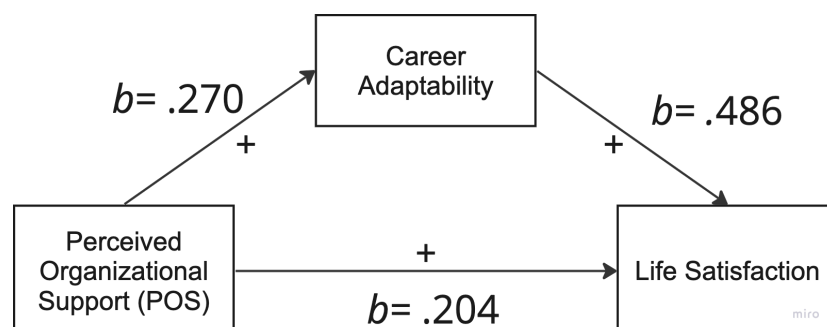
Figure 2. Mediation of the relationship between perceived organizational support and life satisfaction by career adaptability

Discussion

According to the Conservation of Resources (COR) theory, Perceived Organizational Support (POS) acts as a foundational resource that supports employees in their professional and personal lives. It provides the necessary emotional and instrumental support that can enhance career adaptability. Career adaptability, in turn, serves as a buffer against the stressors associated with career transitions and uncertainties. By having strong career adaptability, individuals can better utilize the resources provided by POS to manage their careers effectively. The effective use and management of resources provided by POS, along with the personal resources of career adaptability, lead to higher life satisfaction (Hobfoll, 1989; Hobfoll 2011). Life satisfaction reflects the successful conservation and accumulation of resources, leading to overall well-being.

From this research, it is evident that perceived organizational support (POS) directly contributes to higher life satisfaction. The analysis shows that employees who feel more supported by their organization tend to experience greater life satisfaction. Previous research has consistently shown that organizational support positively impacts job satisfaction, but it rarely examines the impact on overall life satisfaction.

One of the closest studies related to life satisfaction discusses how POS affects not only job satisfaction but also broader aspects of well-being. The study indicates that employees who perceive strong support from their organization experience fewer symptoms of fatigue and burnout, better work-family balance, and a greater sense of security and well-being (Eisenberger, Malone, & Presson, 2016). Hence, this research is one of the newest findings that conclude the relationship between POS and overall life satisfaction.

Besides its direct impact, perceived organizational support (POS) plays a significant role in boosting life satisfaction by enhancing career adaptability. This adaptability helps employees handle job tasks, challenges, and changes more smoothly, giving them a stronger sense of control and fulfillment in both their work and personal lives. For example, companies that offer robust career development programs and mentorship can help employees become more resilient and adaptable, resulting in greater life satisfaction. However, the indirect relationship between POS and life satisfaction is weaker than the direct relationship. This weaker indirect effect suggests that career adaptability only partially mediates the relationship between POS and life satisfaction. In other words, while POS enhances career adaptability, contributing to life satisfaction, this pathway is not as influential as the direct effect of POS on life satisfaction.

There are several possible reasons why a weaker indirect effect partially mediates the relationship between POS and life satisfaction. Firstly, the spillover effect is a significant reason. The relationship between job satisfaction and life satisfaction is well-documented through the spillover hypothesis, which suggests that satisfaction in one's job spills over into overall life

satisfaction. Since POS is a significant determinant of job satisfaction, it naturally has a strong influence on life satisfaction as well (Diener & Tay, 2012; Judge & Watanabe, 1993).

Secondly, cultural and social support factors play a crucial role. In certain cultural contexts, such as in the Netherlands, cultural and social support factors significantly enhance life satisfaction. Social support, including friendships, work, and family connections, is crucial for subjective well-being. Research shows that strong social networks and supportive relationships contribute significantly to life satisfaction by providing emotional support, companionship, and a sense of belonging (Clark & Graham, 2005; Wrzus et al., 2012).

In conclusion, the direct impact of POS on job satisfaction, coupled with the substantial role of social support in enhancing life satisfaction, explains why POS correlates more strongly with life satisfaction than through the mediation of career adaptability.

Theoretical Implications

The study offers significant theoretical insights, particularly in the context of employees in the Netherlands. One key theoretical contribution is the identification of career adaptability as a key mediator. By recognizing career adaptability's role, the research enriches existing theories of organizational support and career development, integrating them into a more comprehensive framework. This integration highlights the indirect pathways through which POS enhances life satisfaction, suggesting that support from the organization not only has a direct positive effect but also improves employees' adaptability in their careers.

Furthermore, the study applies the Conservation of Resources (COR) theory, which posits that individuals strive to obtain, retain, and protect their resources (Hobfoll, 2011). It demonstrates that POS is a crucial resource that helps employees build other valuable resources, such as career adaptability. Career adaptability, in turn, helps employees manage career-related stressors and transitions effectively, leading to higher life satisfaction. This application of COR theory underscores the value of POS in resource conservation and accumulation, ultimately enhancing well-being (Hobfoll, 2011).

Practical Implications

The study provides valuable guidance for organizational interventions aimed at improving employee life satisfaction. It suggests that organizations should focus on enhancing both POS and career adaptability to improve employee life satisfaction. This can be achieved through targeted support programs and interventions that address these areas.

Additionally, integrating qualitative feedback mechanisms, such as employee interviews, can provide deeper insights into the specific support needs and career challenges faced by

employees. This approach helps organizations design more personalized and effective support programs. Practical applications must also consider the specific context of the organization, including its culture, industry norms, and workforce demographics. Strategies effective in one setting may not translate well to others, highlighting the need for context-specific interventions.

Limitation and Future Research

The study on perceived organizational support (POS), career adaptability, and life satisfaction has several limitations that should be addressed in future research. Firstly, the cross-sectional design limits the ability to establish causality. Additionally, the reliance on self-reported data introduces potential biases.

Another limitation is the study's limited demographic range, especially in working hours and age groups, with most respondents being between 25 and 34 years old. Future research should aim for more diverse and representative samples. Moreover, the study does not consider other significant factors like personality traits, organizational culture, and external life circumstances (Eisenberger et al., 2016; Zhou et al., 2023; Uy et al., 2015). Including these variables could provide a more comprehensive understanding of life satisfaction in the workplace.

Future research could explore several avenues to enhance our understanding of POS, career adaptability, and life satisfaction. longitudinal or vignette studies could better assess the long-term impact of organizational support on career outcomes and well-being. Additionally, qualitative methods like interviews or focus groups could offer deeper insights into employees' experiences of organizational support and career challenges.

Furthermore, investigating potential moderators or mediators such as personality traits, organizational culture, or external factors could help identify boundary conditions and illuminate the complex interplay between POS, career adaptability, and life satisfaction. By addressing these areas, scholars can advance our understanding of how organizations can effectively support employees' career development and enhance their overall well-being.

Conclusion

This research highlights the crucial role of Perceived Organizational Support (POS) in enhancing life satisfaction among employees. According to the Conservation of Resources (COR) theory, POS provides essential emotional and instrumental support, which boosts career adaptability. Career adaptability helps employees manage career transitions and uncertainties, leading to higher life satisfaction. The findings show that employees who feel more supported by their organization experience greater life satisfaction.

Additionally, the study identifies career adaptability as a partial mediator between POS and life satisfaction. Organizations that offer career development programs and mentorship can help employees become more resilient and adaptable, enhancing their life satisfaction. However, the direct effect of POS on life satisfaction is stronger than the indirect effect through career adaptability. Cultural and social support factors, especially in the Netherlands, also play a significant role in enhancing life satisfaction. The spillover effect, where job satisfaction influences overall life satisfaction, further explains the strong link between POS and life satisfaction. In conclusion, the direct impact of POS on life satisfaction, along with the roles of social support and career adaptability, underscores the importance of organizational support in improving life satisfaction.

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Appendix A: Survey

Dear participant,

We are delighted to extend an invitation for your involvement in a research study from Utrecht University. Our study, titled "Unraveling Dutch Employee Life Satisfaction: Investigating the Role of Career Adaptability as a Mediator in Perceived Organizational Support," explores fascinating aspects of workplace dynamics. Should you choose to participate in this study, you will find the consent form awaiting your review and completion on the subsequent page. Your consent will mark the commencement of this enlightening journey.Thank you for considering participation in our study. We eagerly anticipate your involvement and the valuable insights you will contribute.

1. What is the aim of the study?

The study aims to explore how organizational support and the ability to adapt in one's career might influence the life satisfaction of employees in the Netherlands.

2. How will the study be conducted?

This study consists of a questionnaire which covers several topics, including how you experience your work, the organization you work in, your career, and satisfaction with your work and life. This study will take approximately 10 minutes.

3. Advantages and disadvantages of participating in this research

Participating in the study allows you to contribute valuable data that advances our understanding of workplace dynamics and life satisfaction. Additionally, engaging in the study prompts self-reflection and personal development. By considering your experiences with career adaptability and organizational support, you gain insights into your strengths and aspirations. One potential downside for participants in this research could be the possibility of heightened self-awareness or introspection about their career satisfaction and organizational support.

4. Are there risks and side effects?

The study was approved by the Ethical Review Board of the faculty of Social Sciences of Utrecht University. This means that the Board has agreed that taking part in the current study will not involve any risks for you other than those encountered in daily life.

5. Participation in the study is voluntary.

Participation is voluntary: you decide if you want to participate in the study. You are also allowed to stop at any time during the study if you change your mind about participating. This will not have any consequences for you. In addition, you will first see a consent form on the following page. The experiment will only start after you have given your consent. If you do not consent, you will be forwarded to the end of the questionnaire and thanked for your interest.

6. Inclusion criteria

Netherlands Employment age between 18-68 years old, part-time and full-time employees from 20 - 40 working hours per-week.

7. Will you be informed of the study results?

On the consent form, which you can find on the next page, you can indicate if you want to receive a summary of the results. However, it is not possible to be informed about your individual results, as

participation in this study is anonymous and not traceable to you personally.

8. How will the data be processed?

Your data will be protected. Only members of the research team of this study will have access to your answers. In addition, all results will be anonymized before publication. This means that the data will not be traceable to you. Parts of the dataset will be placed anonymously on a secure server at Utrecht University. This is done so that other researchers can check the data analysis and conduct further research on this topic. The dataset will be kept on this server for a maximum of ten years.

9. Complaint procedure

You can contact the researcher, Earlene Benedicta Gravila Saraswati Rundengan (e.earlenebenedictagravilasaraswatirundengan@students.uu.nl) if you have questions or complaints about the research. If you are unsatisfied with the answers of the researcher, you can contact the faculty complaint officer of Utrecht University (klachtenfunctionaris-fetcsocwet@uu.nl). If you have any questions about privacy you can e-mail: privacy@uu.nl.

Consent Declaration

By Clicking on the "Yes" button, you acknowledge that:

· You have read the information given above

· Your participation in this study is voluntary

· You confirm that your data is anonymous for research purposes

· You are at least 18 years old

Do you consent to participate this study?

· Yes

· No

Questionnaires

Part 1

Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at your current organization. Please indicate the degree of your agreement or disagreement with each statement by filling in the circle on your answer sheet that best represents your point of view about your current organization. Please choose from the following answers:

Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

1. The organization values my contribution to its well-being

    1   2   3   4   5   6   7

2. The organization fails to appreciate any extra effort from me

    1   2   3   4   5   6   7

3. The organization would ignore any complaint from me

    1   2   3   4   5   6   7

4. The organization really cares about my well-being

    1   2   3   4   5   6   7

5. Even if I did the best job possible, the organization would fail to notice

    1   2   3   4   5   6   7

6. The organization cares about my general satisfaction at work

    1   2   3   4   5   6   7

7. The organization shows very little concern for me

    1   2   3   4   5   6   7

8. The organization takes pride in my accomplishments at work

    1   2   3   4   5   6   7

Part 2

Different people use different strengths to build their careers. No one is good at everything, each of us emphasizes some strengths more than others. Please rate how strongly you have developed each of the following abilities using the scale below.

Not Strong   Somewhat   Strong   Very Strong   Strong

              Strong

1   2   3   4   5

1	Thinking about what my future will be like	1	2	3	4	5
2	Preparing for the future	1	2	3	4	5
3	Becoming aware of the educational and vocational choices that I must make	1	2	3	4	5
4	Making decisions by myself	1	2	3	4	5
5	Taking responsibility for my actions	1	2	3	4	5
6	Counting on myself	1	2	3	4	5
7	Looking for opportunities to grow as a person	1	2	3	4	5
8	Investigating options before making a choice	1	2	3	4	5
9	Observing different ways of doing things	1	2	3	4	5
10	Taking care to do things well	1	2	3	4	5
11	Learning new skills	1	2	3	4	5
12	Working up to my ability	1	2	3	4	5

Part 3

Below are five statements that you may agree or disagree with. Using the 1 - 7 scale below, indicate your agreement with each item by placing the appropriate number on the line preceding that item. Please be open and honest in your responding.:

Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

1.	In most ways my life is close to my ideal	1	2	3	4	5	6	7
2.	The conditions of my life are excellent	1	2	3	4	5	6	7
3.	I am satisfied with my life	1	2	3	4	5	6	7
4.	So far I have gotten the important things I want in life	1	2	3	4	5	6	7
5.	If I could live my life over, I would change almost nothing	1	2	3	4	5	6	7

Demographic Data

1. What is your age?
2. What is your gender:

   · Female

   · Male

   · Other

3. What is your education level?

   · Primary school

   · Medium secondary school (VMBO, Mavo)

   · Higher secondary school (Havo, VWO)

   · Medium vocational education (MBO)

   · Bachelor degree (HBO, WO)

   · University (master, PhD)

   · Other, namely ….

4. Please indicate the number of hours you work per week in your contract.

   · Less than 20 hours

   · 20 – 23 hours

- · 24 – 27 hours
- · 28 – 31 hours
- · 32 – 35 hours
- · 36 – 39 hours
- · 40 hours or more

5. What is your current employment status?

  - · Owner
  - · Employee, temporary contract
  - · Employee, permanent contract
  - · Freelancer; on-call employee

6. How long have you been working at the organization? (years)

7. In which sector do you work?

  - · Manufacturing
  - · Transportation/Logistics
  - · Government/Public Sector
  - · Non-Profit/NGO
  - · Information Technology (IT)
  - · Services/Consulting
  - · Finance
  - · Education
  - · Healthcare
  - · Retail/Commerce
  - · Other:

Thank you for taking the time to participate in this study.

The aim of the study is to investigate the extent to which perceived organizational support, mediated by career adaptability, predicts life satisfaction among employees in the Netherlands. In the previous questionnaires, you provided information about your perceived organizational support, career adaptability, and life satisfaction.

In this text box, you can leave comments about the study.lease leave your email address if you request to receive summary of the study. this email address will be stored separately from the answers that participants provided:Once again, thank you for your participation.

 Best regards,

Unraveling Dutch Employee Life Satisfaction

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