THE MEDIATING EFFECT OF PERCEIVED EMPLOYABILITY ON THE RELATIONSHIP BETWEEN PROTEAN CAREER ORIENTATION, AFFECTIVE COMMITMENT AND SUBJECTIVE CAREER SUCCESS AMONG ACADEMICS IN PAKISTAN

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ABSTRACT

The "new career" concepts found in the industrialized economies were studied since the implementation of career models in institutional environments having different social, cultural and political norms results in diverse patterns of career development. For carrying out the research, academics were chosen from Pakistan's private sector universities. The private sector is commercialized and innovative, and thus fits well with the career concepts discussed in the study. To give support to the conceptual framework, the researcher has taken the protean career theory as the underpinning theory. For sampling purposes, proportionate stratified sampling has been adapted. Simple random sampling has been utilized to select the academics within each stratum. The sample was chosen out of a total population of 4,994 academics present within the 35 private sector universities located across the country. The questionnaire was distributed among individuals after obtaining permission from the universities. The researcher managed to collect data from 192 respondents with a response rate of 55%. After data input, it was cleaned of missing values, outliers, and tested for normality. Hypotheses were measured with structural equation modeling and confirmatory factor analysis in AMOS software. The researcher found statistically significant relationships between (i) protean career orientation and perceived employability (ii) affective commitment and perceived employability (iii) affective commitment and subjective career success. Statistically insignificant relationships have been found between (i) protean career orientation and subjective career success (ii) perceived employability and subjective career success. However, no mediation was observed as the relationship between perceived employability and subjective career success is insignificant. The current study is among the first on academics in private universities in Pakistan to establish relationships based on subjective career success rather than job satisfaction.

Keywords: subjective career success, protean career orientation, perceived employability, affective commitment

ABSTRAK

Konsep "kerjaya baru" yang terdapat dalam sektor ekonomi perindustrian telah dikaji sejak pelaksanaan model kerjaya alam persekitaran institusi yang berbeza dari segi norma-norma sosial, budaya dan politik hasil daripada corak yang pelbagai untuk pembangunan kerjaya. alam kajian ini, responden dipilih dari kalangan ahli akademik di universiti swasta Pakistan. Sektor swasta yang bercirikan komersial dan inovatif, adalah bersesuaian dengan konsep kerjaya yang dibincangkan dalam kajian ini. Teori kerjaya Protean telah digunakan sebagai sokongan kepada kerangka kerja konseptual. Untuk tujuan pensampelan, sampel strata proporsional telah digunakan. Selain itu, persampelan rawak mudah turut digunakan untuk memilih ahli akademik dalam setiap lapisan. Sampel telah dipilih daripada sejumlah 4,994 ahli akademik di 35 universiti swasta yang terdapat di seluruh negara. Borang soal selidik telah diedarkan kepada responden setelah mendapat keizinan dari pihak universiti. Hasilnya, penyelidik berjaya mendapatkan maklum balas daripada 192 responden, dengan kadar respons sebanyak 55%. Selepas kerja memasukkan data, data seterusnya dibersihkan daripada nilai hilang, data terpencil, serta ujian untuk normaliti. Hipotesis diukur dengan pemodelan persamaan struktur dan analisis pengesahan faktor dengan menggunakan perisian AMOS. Kajian menunjukkan hubungan yang signifikan antara (i) orientasi kerjaya protean dan tanggapan kebolehkerjaan (ii) komitmen afektif dan tanggapan kebolehkerjaan (iii) komitmen afektif dan kejayaan kerjaya subjektif. Secara statistik, hubungan yang tidak signifikan telah ditemui antara (i) orientasi kerjaya protean dan kejayaan kerjaya subjektif (ii) tanggapan kebolehkerjaan dan kejayaan kerjaya subjektif. Walau bagaimanapun, tiada perantara yang dapat dilihat sebagai hubungan antara tanggapan kebolehkerjaan dan kejayaan kerjaya subjektif. Justeru, kajian ini telah mengisi jurang dan merupakan antara kajian yang pertama dalam kalangan ahli akademik di universiti swasta di Pakistan bagi mewujudkan hubungan berdasarkan kejayaan kerjaya subjektif dan bukannya kepuasan kerja.

Kata kunci: kejayaan kerjaya subjektif, orientasi kerjaya protean, tanggapan kebolehkerjaan, komitmen afektif

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TABLE OF CONTENTS

CHAPTER FIVE: DATA ANALYSIS AND FINDINGS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

BM	Boundaryless Mindset
CD	Competency Development
GMA	General Mental Ability
HEC	Higher Education Commission
HEI	Higher Education Institutes
HRM	Human Resource Management
KSAO	Knowledge, Skills, Abilities and Opportunities
MBA	Master in Business Administration
MD	Doctor of Medicine
MPhil	Masters in Philosophy
OMP	Organizational Mobility Preference
OSCD	Organizational Support for Career Development
PCO	Protean Career Orientation
PE	Perceived Employability
SCS	Subjective Career Success
AC	Affective Commitment
PhD	Doctor of Philosophy
SPSS	Statistical Package for Social Sciences
AMOS	Analysis of Moment Structures
UK	United Kingdom

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The profitability of any business enterprise is dependent upon both hard skills and soft skills (Palumbo, 2013). The hard skills include administrative and technical know-how related to an organization like operating a machinery or proficiency in a computer language. Such skills are easily observable, quantifiable and measurable. The soft skills, on the other hand, are related to human resources and are hard to observe, measure and to quantify. Such soft skills include a positive attitude, being self-directed, acting as a team player, and having problem solving skills. The implementation of soft skills has a direct impact on the job satisfaction and subjective career success of professionals (Palumbo, 2013). Subjective career success is thus an important variable that is studied by human resource specialists. It has gained importance ever since the emergence of a protean work attitude (Joseph, Boh, Ang & Slaughter, 2012), the appearance of employability perceptions (Rothwell & Arnold, 2007) and employers' increasing concern about employees' affective commitment (Rasdi, Garavan & Ismail, 2012; Yu, 2012).

The main objective of the present thesis is to better understand the "contemporary career concepts" like protean career orientation, affective commitment, perceived employability in relation to the subjective career success among academics in Pakistan. These concepts are explained in light of the protean career theory that is the underpinning theory for the present research. The theory has an emphasis on dispositions, attitudes, identities, and

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