A STUDY ABOUT PROTEAN CAREER TO ORGANIZATIONAL COMMITMENT & JOB SATISFACTION

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Abstract- In this study, the relationship among protean career approach that is from new ones, organizational commitment and job satisfaction was analyzed. Postgraduates from both Gazi Univesity and Hacettepe University comprise the population. In this research, protean career was analyzed in two sub-dimensions. At the end of correlation and regression analyses, a semantic relationship in reverse direction between protean career and organizational commitment was determined. Semantic relationship could not be viewed between protean career and job satisfaction.

Keywords- Job Satisfaction, Organizational Commitment, Protean Career.

I. INTRODUCTION

The cause of emerging globalization, technology and information society makes the career path of individuals alter and the change in the expectation of trained employees reflects career issues. Then that could mention, this change may reshape career concept and show tendency to the career approaches ,which go beyond traditional patterns by individuals, who put in effort to make sense of job-life expectations . Protean career concept among others is rather pointed out in the literature [1].

The problem of occupational safety causes people face directly to manage their own careers in business life. When labours manage their own careers, prioritization of their own values is observed. Job satisfaction of the employee ,who decides on his/her career and knows much about job values, rises and adaptation to different organizations can be easily done. In this context, organizational commitment of her/him decreases.

In this study, the relationship between the sense of protean career of postgraduated employees and time passed in their jobs was searched within the first group hypothesis. There was a significant variation between the sense of protean career of postgraduated employees and time passed in their jobs. Within the second group hypothesis, the relationship among the sense of protean career, organizational commitment and job satisfaction was examined. In parallel with the literature, an inverse relationship between protean career and organizational commitment was determined. There was a significant but weak positively relationship between protean career and job satisfaction.

II. CONCEPTUAL FRAME

Conventional career approach indicates a structure ,in which hierarchical steps that the individual may reach in advance during working duration in the organization. Merely nowadays, a career structure ,without occupation warrant, instead of this, with stability characteristics, emerges as a result of changes that organizations face. New career approaches claim that individuals are not committed to their organizations for their careers and career does not mean only promotion through hierarchical steps. By the way, responsibility about career management is not only limited to the organization,but also members are responsible what they do. When career literature is examined, two perspectives, boundaryless and protean career, start to develop and stand out[2]. In this search, the relationship among protean career and organizational commitment and job satisfaction was analyzed. In Table I, there are differences between protean and conventional career.

Table I: Differences Between Protean And Traditional Career.

Theme	Protean Career	Traditional Career
Who's in charge?	Person	Organization
Core values	Freedom growth	Advancement
Degree of mobility	High	Low
Success criteria	Psychologic success	Position level Salary
Key attitudes	Work satisfaction Professional commitment	Organizational commitment

Source: Hall, D., 2004 The protean career: A quarter-century journey, Journal of Vocational Behavior 65 p.4

A. Protean Career Approach, it is pursued by person, not by organization, that includes its conceptualization. Protean career is described as a individual preference in which people may choose their own career behaviors and compensate their career needs [3]. Succession criteria is internal

factors, not external ones through protean career. Instead of objective things like money, status and power; psychological success lead the individual [4]. The tendency of protean career does not include a specific behavior like intention to leave the job, in contrast, it maintains a comprehensive perspective which contains significant thoughts about mission and career [4]. Brisco et.al. (2006) suggest two dimensions for protean career, these are self-directed career management and value driven career management[4].

1-Self-directed career: Individual manages his/her career independently [4]. The people ,whose self direction is high, are free to act in managing their occupational behaviors and take responsibility if they achieve or not [5]. Protean career includes the stages of (a) discovering, (b) experiencing, (c) establishing and operating, (d) specializing, (e) disorganizing cycle. When an individual stays within this cycle, he/she must adapt all new performance standards and learning requirements. This state needs a high adaptation capability. Training of individual, experiencing human relations among others and personal development level make him/her adapt the cycle easily and facilitate to go further within the cycle through the organization. Easy adaptation to this cycle causes stability guarantee unimportant from individual perception. Therefore, stability guarantee is not a motivational factor[6].

2-Value driven career: The person prioritize his/her own values instead of organization's ones in career management [4]. In other words, to the direction of top level ,organizational success does not mean anything, then psychological ve personal achievements are much more significant than whole organization [7]. The reason of motivation ,that a person who moves in the level of protean career, is not external factors like money, status or higher position, that is ideals and values individually [8].

B. Organizational Commitment, according to O'Reilly (1989:18), organizational commitment means; beliefs, loyalty and job involvement of an employee to the organizational values which all they are psychological commitments. Steers (1977:46) defines organizational commitment as the relative power of organizational identification practised by individuals within the process. Sheldon (1971:143) explains it as identification to organizational general principles and adaptation and attitude to whole organization [9].
Hall tells that in conventional career, key element is organizational commitment and then key elements in protean career are job satisfaction and professional commitment [10]. Otluoğlu (2012), in study, researchs the relationship between protean career and organizational commitment and two sub-dimensions in protean one and three sub-dimensions in organizational commitment are handled. Then Otluoğlu finds a positive relationship between self-directed career and affective commitment (sub-dimension of organizational commitment) and a negative relationship between self-directed one and continuance commitment and a positive relationship between normative commitment and self-directed career. There is a negative relationship among alll three sub-dimensions of commitment and value driven career.

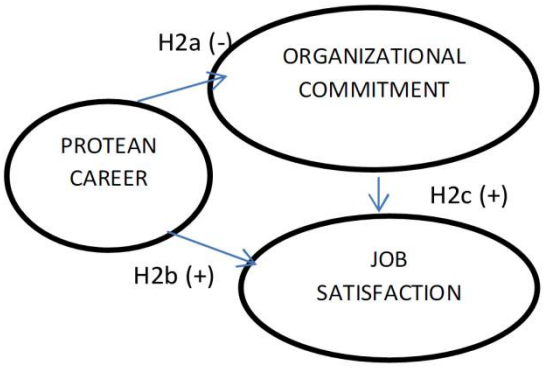
C. Job Satisfaction, description accepted generally is evaluation of somebody's job experiences and gladness about these evaluation results or positive emotional statements. The oldest description about job satisfaction done by Hoppock (1935:5), he explains it as employees' emotional responses to their jobs. In this sense, the levels of people's job satisfaction range from excessive dissatisfaction to excessive satisfaction [11].
Job satisfaction is really crucial for individual within job life. Emotions and ideas about job, that employees have, may affect on their physical and mental health directly. Highly satisfied employees have much better physical and mental health life and by the contribution of that they may have a huge potential to learn, reconcile and behave in a good manner [12].

III. METHOD AND FINDINGS

A. Model And Hypotheses

Hall claims that the key attitude in conventional career is organizational commitment and in protean career it is job satisfaction and professional commitment [10]. The model in this study was formulated according to Hall's claim.

Fig.1: The Model of Relationship Among Protean Career And Organizational Commitment And Job Satisfaction



In this study, hypotheses made in two groups, and in the first group that was searched whether there is a significant variation or not between the job lives of participators and protean career approach. In second group, relationship among protean career and organizational commitment and job satisfaction was searched.

H_{1a}: There is a significant variation between a person's whole job life and protean career.
H_{1b}: There is a significant variation between a person's present duration in job and protean career.
H_{2a}: There is a negative relationship between protean career and organizational commtiment.
H_{2b}: There is a positive relationship between protean career and job satisfaction.
H_{2c}: There is a positive relationship between organizational commitment and job satisfaction.

B. Measures and Data Collection

Data were collected by survey forms and surveys were distributed on the internet in study. There are 63 participators totally. Survey form used is figured in Appendix-1. Survey form has two parts. In the first part,6 questions that include demographic characteristics of participators, in second one, there are 24 questions which measure protean career(measure reliability 0,84) [10],organizational commitment (Beeri et.al.2013 measure reliability 0,82) and job satisfaction(measure reliability 0,696) [13].
Surveys were applied in postgraduates of both the Faculty of Economics and Administrative Sciences of Gazi and Hacettepe universities. Reliability coefficient of measure is 0,62. The value reached is valid in literature. Data were analyzed in Statistical Package for Social Sciences 20.0.

C. Findings

Table II: Demographic Data of Participators

GROUPS	FREQUENCY	PERC.(%)	GROUPS	FREQUENCY	PERC.(%)
Gender			***Marital Status***		
Lady	29	46	Married	36	57,1
Man	34	54	Single	27	42,9
Age			***Whole Job Life***		
18-25	6	9,5	5 Years & Less	32	50,8
26-30	30	47,5	6-10	26	41,3
31-35	27	42,9	11-15	5	7,9
Education			***How Long Working in Present Job***		
Graduate	7	11,1	1-3	51	81
Postgraduate	51	81	7-9	5	7,9
Doctor's Degree	5	7,9	10 & More	7	11,1

Findings belong to participators are shown in Table II. The participators include 46% ladies, 54% gentlemen. Participators' ages differ from 9,5% in the range of 18-25, 47,5% (the highest) in the range of 26-30 and 42,9% in the range of 31-35. Participators consist of 81% (the highest) postgraduates, 11,1% graduates and 7,9% doctor's degree. Participators contain 57,1% married, 42,9% single. 50,8% of them have less than 5 years and 41,3% of them have 6-10 years about their job experiences. 81% of them have 1-3 years experience at their present jobs.

H1a: There is a significant variation between a person's whole job life and protean career. Hypothesis is tested one way Anova analysis.

Table III: People's whole job life – protean career

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5,870	2	2,935	26,836	0,000
Within Groups	6,562	60	0,109		
Total	12,432	62			

As seen Table III, there is a significant variation as 0,05 level (P<0.05) between the frequencies of total job life and protean career. H_{1a} hypothesis is supported. From total job life groups, the average of 6-10 is the highest as 3.77. So then, that may say, in 6-10 group protean career is the highest.
H_{1b}: There is a significant variation between a person's duration in present job and protean career.

Hypothesis is tested as one way Anova analysis.

Table IV: Duration in present job – protean career

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,785	2	,893	5,031	,010
Within Groups	10,647	60	,177		
Total	12,432	62			

As seen Table IV, there is a significant variation between people's duration in their present jobs and protean career in the significance level of 0,05 (P<0.05). H_{1b} hypothesis is supported. The groups from duration in present jobs ,which 10 and more's average is the highest (3.71). So then, in 10 and more group, that may say, protean career is higher than others.
H_{2a}: There is a negative relationship between protean career and organizational commitment. Hypothesis is tested by correlation analysis.

Table V: Protean career – Organizational commitment

Relationship Between Protean Career and Organizational Commitment			
		Protean Career	Organizational Commitment
Protean Career	Pearson Correlation	1	-,439
	P Value		,000
	N	63	63
Organizational Commitment	Pearson Correlation	-,439	1
	P Value	,000	
	N	63	63

As seen in Table V, there is a reverse significant relationship in medium level between protean career and organizational commitment in 0,05 (p<0,05) significance level. The tendency of protean career arises, organizational commitment decreases simultaneously.

Table VI. Organizational Commitment And Protean Career As Its Descriptor

Model	R2	Ad. R2	F	P	Dependent variable	B	Std. Coef.	Beta	t	P
1	0,193	0,179	14,549	0,000	const.	4,830	0,375		12,869	0,000
					PC	-0,530	0,139	-0,439	-3,814	0,000

In regression analysis shown in Table VI, dependent variable is protean career and indepent variable is organizational commitment. One unit increase in protean career causes as a decrease in the amount of 0,530 unit in organizational commitment.

H_{2b}: There is a positive relationship between protean career and job satisfaction. Hypothesis is tested by correlation analysis.

Table VII: Protean Career – Job Satisfaction

Between Protean Career And Job Satisfaction			
		Protean Career	**Job Satisfaction**
Protean Career	Pearson Correlation	1	,173
	P Value		,175
	N	63	63
Job Satisfaction	Pearson Correlation	,173	1
	P Value	,175	
	N	63	63

As seen Table VII, there is not a significant relationship between protean career and job satisfaction in 0,05 (p>0,05) significance level. But there is a weak and positive relationship (0,173).

H_{2c}: There is a positive relationship between organizational commitment and job satisfaction. Hypothesis is tested by correlation analysis.

Table VIII: Organizational commitment – Job satisfaction

Relationship Between Organizational Commitment And Job Satisfaction			
		Job Satisfaction	**Organizational Commitment**
Job Satisfaction	Pearson Correlation	1	,560
	P Value		,000
	N	63	63
Organizational Commitment	Pearson Correlation	,560	1
	P Value	,000	
	N	63	63

As seen in Table VIII, there is a positive significant relationship in medium level between organizational commitment and job satisfaction in significance level of 0,05 (p<0,05). Organizational commitment of a person arises, job satisfaction of him/her arises simultaneously.

Table IX. Job Satisfaction And Organizational Commitment As Its Descriptor

Model	R2	Ad. R2	F	P	Dependent variable	B	Std. Coef.	Beta	t	P
1	0,314	0,303	27,933	0,000	const.	1,275	0,279		4,565	0,000
					OC	0,546	0,103	0,560	5,285	0,000

In regression analysis shown in Table IX, dependent variable is organizational commitment and independent variable is job satisfaction. In one unit increase in organizational commitment causes as increase in the amount of 0,546 unit in job satisfaction.

CONCLUSION

Distrust seen in flexibility, individualism and stability has caused people direct their careers by themselves. As a consequence of this, individual career approaches have emerged. Now there is an environment in which employees are not committed to their career steps in organizational support and they choose these steps. According to these study results, protean career from individual career approaches affect organizational commitment negatively (especially continuance commitment), inversely, affect job satisfaction positively.

According to analysis results, there is a relationship between a labour's duration in total job life and

protean career.There is a significant variation between a labour's duration in total job and protean career, especially 6-10 year-worked ones in job lives have higher protean career sense than others. On the other hand, there is a significant variation between a labour's duration in his/her present job and protean career. 10 year-worked and more than it in present job have higher protean career sense than other groups.

There is a reverse-medium level relationship between protean career and organizational commitment. That means, whether protean career sense in labours arises, organizational commitment decreases. Labours, recognize that ,whether he/she may learn some different practises outside of organization as practical or theoretical about his/her job, know adaptation to other organizations not too difficult. Then this state decreases organizational commitment, but increases professional commitment. Although there is no significant relationship between protean career and job satisfaction, a positive but weak relationship is ascertained. In future studies, much more searches may be done and may contribute to literature of protean career and organizational commitment. By the way, much more surveys can be implemented to much more people and that may bring reliable and valid results highly and issue may be detailed by examining the relationship between organizational commitment and sub-dimensions of job satisfaction.

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