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How Subjective Career Success of Public Sector Universities' Teachers Is Affected by Protean Career Orientation?

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ARTICLE DETAILS	ABSTRACT
History: Accepted 30 August 2021 Available Online September 2021	<i>The study explored the mediating effect of Perceived Employability (PE) on faculty members' protean career orientation (PCO) and Career Success (CS). The study is exploratory in nature which aimed to ascertain the mediating relationship of perceived employability between protean career orientation and career success of faculty members working in public sector institutions of higher learning. The researchers tried to test protean career theory by developing a conceptual framework. Data were gained through self-administrated questionnaires from the faculty members working in Punjab's Public Sector Universities. For the purpose of sampling: stratified sampling technique was applied for data collection. Data were obtained from 269 respondents' for testing the theoretical model. Measurement model was analyzed by applying Structural Equation Modeling (SEM) for testing the hypothesis. For this purposed we used SMART-PLS Licensed version 3. The researchers detected a statistically significant mediating role of perceived employability between protean career orientation and subjective career success. Due to the scarcity of financial and time constraints we have collected data from only 12 universities of Punjab, Pakistan. However, the results can be generalized as all the public sector universities are governed by same governing body; named Higher Education Commission of Pakistan (HEC).</i>
Keywords: Protean Career Orientation, Perceived Employability and Career Success	
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1. Introduction

In the era of globalization, the business world is rapidly changing. Organizational employees are more focusing on their career advancement therefore; they are shaping their career in way to

cope with rapidly changing business world. Hall (1976) introduced the term Protean Career (PC), which is actually originated from Greek's god of sea, Proteus, accordingly to their beliefs their god can change his shape in order to avoid enemies. Thus PC is all about evolution of career (Hall, Lee, Kossek, & Heras, 2012). In today world, where career landscape is changing, workers are adopting PC orientation. Briscoe, Hall, and DeMuth (2006) suggested that protean careerist incorporate the changes in their career according their new priorities. It is pertinent from the literature that PC orientation has an impact on career success of the workers (Alani, Khan, & Manuel, 2018). Human resource expert has given importance to subjective career success phenomenon after the appearance of an adjustable work attitude in the literature (Herrmann, Hirschi, & Baruch, 2015). Moreover, the researcher showed their interest in other HR concepts such as employability perceptions and employees' affective commitment because employers are showing great concerns in these phenomenon (Muslim, Ismail, Rasid, & Selemani, 2014).

In today's changing word, just perception of being employable causes the job satisfaction as behaviors, attitudes, and actions are impacted by these perceptions. In recent times, perceived employability is receiving significant attention because of ever changing environment. As per human capital theory, employee make investments in learning valuable skills to be employable in the job market (Herrmann et al., 2015; Ng, Gossett, Chinyoka, & Obasi, 2016; Zafar & Farooq, 2017). Keeping in view the change job market, employees are becoming more adaptable to ever changing workplace. Moreover, employees are getting emotionally attached with their organization as consequence of high perception of being employable (Saari & Judge, 2004). Lumley et al. (2011) emphasize that the employee who have high affective commitment with their organization are more likely to have better career success (Quaisar, Shukor, & Soffian, 2016b).

There is consensus that teachers feel very happy with their career because they think that with their career making their students are making their career (Judge, Cable, Boudreau, and Bretz, 1994). However, this can only be achieved by the happy faculty members, on the other hand unsatisfied university faculty do not perform to the best of their abilities and are more likely to have turnover intentions (Quaisar, Shukor, & Soffian, 2016a). Faculty turnover is having negative impact on the organization, because new placement needs lots of money (Zafar & Farooq, 2017). Higher education teaching in Pakistan is becoming more professional and consumer driven especially in public sector (Saher, Bibi, Farmanullah, & Abbas, 2014). Furthermore, the number of higher educational institutions (HEI) are increasing highly.

Since the topic of career success and job satisfaction are gaining significance especially in private as well as in public sector of Pakistan, the factors causing impact on career success in changing environment need to be considered. Therefore, the present research focuses to investigate the impact of PC on subjective career success. In today's changing word, just perception of being employee causes the job satisfaction as behaviors, attitudes, and actions are impacted by these perceptions (Quddus et al., 2020). Moreover, the research on other career related notion such as perceived employability, employee commitment in relation to PC orientation and subjective career success are novel in the context of developing countries like Pakistan. These phenomena are well research in developed countries. However, in the context of developing countries like Pakistan, the research on subjective career success topic in relation to protean career orientation is needed. Therefore, the present study is aimed to examine following research question;

1. How subjective career success of faculty members working in public sector universities of Pakistan is influenced by protean career orientation?
2. How perceived employability of faculty members working in public sector universities of Pakistan is influenced by protean career orientation?
3. How career success of faculty members working in public sector universities of Pakistan is influenced by perceived employability?
4. How perceived employability mediates the relationship of PCO and subjective career success of faculty members working in public sector universities of Pakistan?

To answer these question, the research study used primary data collected from the faculty members working in public sector universities of Pakistan. The instrument i.e., Questionnaire for data collection was adopted. A total of 400 questionnaires were distributed and 269 responses were found to be suitable for use in further data analysis. PLS-SEM technique was used for the analysis of data collected from the faculty members faculty members working in public sector universities of Pakistan. The present study has very valuable theoretical and practical implications. These implications are very beneficial for academic researchers as well as for policy makers.

2. Literature Review

2.1 Subjective Career Success

According to Seibert, et al. (1999) subjective career success is about achievements made during the progress in career, and getting what is anticipated to be achieved by the career aspirant. Previous studies have operationalized it as job satisfaction as well as career satisfaction (Mohd, Ismail, & Garavan, 2011; Tabiu & Nura, 2013; Tan & Khulida, 2011). However, job satisfaction is workers feeling of being either satisfied or dissatisfied about their job. on the other hand career satisfaction is about employee's feeling of being satisfied or dissatisfied about his career path (Bashir, Bashir, Rana, Lambert, & Vernallis, 2021; Gibari, Perez-Esparrells, Gomez, & Ruiz, 2021; Quaisar, Shukor, & Soffian, 2015). Although both concepts are related with work satisfaction nevertheless these are different from each other (Shen, Demel, Unite, Briscoe, & Hall, 2014). Thus, the current study operationalized subjective career success as career satisfaction of faculty members working in public sector universities of Pakistan. However, career success has two dimensions intrinsic and extrinsic. The current study has examined only intrinsic career success, as extrinsic portion is measured by someone else, other than faculty member himself/herself.

2.2 Protean career orientation

Hall (1976) introduced the term Protean Career which is actually originated from Greek's god of sea, Proteus, accordingly to their beliefs, their god can change his shape in order to avoid enemies. Quaisar et al. (2016), refers protean career as future oriented, proactive, and adaptive to change career. The term Protean career orientation is defined by Briscoe and Hall (2006) as employee's perception about protean career. Researchers in past refers that an employee who has protean career orientation is more flexible, versatile, and adaptive to change in this dynamic job market where employees are facing rescission, downsizing, merger & acquisition situations, and even harassments. Such complex environmental changes have affected protean career aspirants. Because of ever change environmental condition, there is dire need of investigating the impact of protean career orientation of different behaviors (Quaisar, Khulida, & Tan, 2014).

2.3 Perceived Employability

De Cuyper et al. (2011) defined perceived employability as employee belief about the chances

of getting better job opportunities. In simple it is perception of being employable or chances of getting better and new job (Rothaermel & Thursby, 2005). According to Rothwell and Arnold (2007) this concept evolve over the time, employability was considered as one's ability to be employed in job market (Griffith, 2004). However, now it become overall attitude of employees towards employment. Perceived employability, therefore, is an overall reflection of the employee attitude in the job market; the more an individual consider himself employable, the less he will feel the strain on the and more will be his career satisfaction.

2.4 Hypotheses Development

After doing extensive literature review, the study formed following relationship between the variables under discussion.

2.4.1 Protean Career Orientation and Subjective Career Success

De Vos and De Soens (2008) describe protean career orientation as a personal feeling that helps in managing individual's career. The individual with these feelings are very proactive in managing their career path and protean careerist are dependent upon their own values rather than the environment (Alfes, Shantz, Truss, & Soane, 2013). In order to achieve their career goals, protean careerist make right choice (Bruursema, Kessler, & Spector, 2011). Individual who behave more proactively in managing their career are more successful in their career and their proactive behaviors found to have very good association with career success (Seibert & Kraimer, 2001). Fuller and Marler (2009) also found that protean career orientation and subjective career success are significantly associated with each other because protean careerists put more emphasis on achieving personal career goals. Therefore, the current study hypothesized that;

H1: The subjective career success of the individual is positively influenced by the protean career orientation.

2.4.2 Protean Career Orientation and Perceived Employability

The changes are taking place in the economy and career processes are getting transformed too. Few years ago, employee considered themselves to be employed by any organization for the life time and it was all steady upward career path and employee loyalty with his organization traditionally (Zhang, Jiang, Liu, & Liu, 2020). However, in dynamic environment, no-one can guarantee for life time employment in the same organization. Therefore, individual need to manage their career in a way that they can remain employable in the job market. In the changing job world, if a person is adaptable and flexible then his tendency of being employable will be high in the job market. De Vos and Soens (2008) were of the view that individual's protean career orientation helps in attaining the perception of being employable by managing their competencies because protean careerist vales more on achieving personal career goals. And they are quick in adapting the environmental changes in the job market (Hall, 2002). Past literature show that individual with protean career orientation are more likely to develop skill and career related competencies so that they can remain employable in the market (Yudianto, Mulyani, Fahmi, & Winarningsih, 2021). Moreover, the employee who develop the career competencies as protean careerist do, are more likely to remain employable and Water et al. (2014) found the positive relationship between protean career orientations and perceived employability. Therefore, the current study hypothesized that;

H2: The perceived employability of the individual is positively associated with protean career orientation.

2.4.3 Perceived Employability and Subjective Career Success

In the contemporary world, employees are required to be more career oriented than the employer oriented and therefore it is becoming very significant that employee learn new competencies according to the need of the job market to remain employable. These changes shift the attention of employees to their career path rather upward moving in the same organization (Hall, 2004). Therefore, by enhancing the competencies the employees enhance their perception of being employable. Moreover, there are numerous empirical evidences that support the notion that career success or outcome are influenced by the perceived employability (Alshammari, 2019; Baltaru, 2019; Blasco, Brusca, & Labrador, 2019; Lee & Kim, 2019). Therefore, it is assumed and hypothesized that;
H3: The subjective career success of the individual is positively associated with perceived employability of the individuals.

2.4.5 Perceived Employability, Protean Career Orientation and Subjective Career Success

The traditional concept of being employee for life time has become obsolete and now employees are more career oriented (Alani et al., 2018). There one thing that is constant which is change. In this contemporary changing world employee wanted to remain employable, therefore, employee is more adaptive and flexible in learning modern skills. So that they can grow in their career. Therefore, individual with protean career orientation as being more self-directed, more career oriented, adaptive to change, and flexible are have better perceived employability and in turn it has influence on their career satisfaction. It is thus hypothesized that;
H4: The relationship between protean career orientation and subjective career success is mediated by perceived employability of the employee.

3. Methodology

The present study used positivism paradigm because it is most suitable paradigm for business and management studies (Rabovsky, 2012). The positivists' approach stressed upon the use quantitative research methods in order to determine the causation relation between variables. Furthermore, the current study is cross-sectional study because of budget and time constraints. The current study is inferential study with individual as unit of analysis.

The population of this study are the teaching faculty employed by public sector HEI of Pakistan. The study employed proportionate stratified random sampling technique in order to get more representation. We distributed a total of 400 questionnaires by doing online as well as physical survey. After receiving the responses and initial analysis of filled questionnaires, it was found that a

total of 269 responses were consider fit for further analysis..

3.1 Measures

As the data for this study was collected by using questionnaire and the items of the concerned variables were adopted from the previous literature. The dependent variable for the current study is *Subjective Career Success*. Item of the subjective career success were adopted from Greenhaus et al. (1990). As per Greenhouse et al. (1990) subjective career satisfaction is feelings of satisfaction about career. The independent variable of the present study is *Protean Career Orientation*. It refers to the degree of individual's proactivity and flexibility during their career (Baeriswyl, Krause, & Schwaninger, 2016). The 6 items of protean career orientation were adopted from the study by Junaid (2017). The mediating variable of this study is *Perceived Employability*. It refers to perception or beliefs of finding better or new jobs (De Cuyper et al. 2011). De Cuyper et al used 4 tem scale to measure perceived employability and the current study adopted the same for use. Moreover, the instrument used five-point Liker scale for measuring all these constructs. The study seeks the respondent to rate the items from 1 (lowest) to 5 (highest).

4. Results and Analysis

This section deals with the statical findings whereas, Figure 1 represents the basic algorithm for the statistical model of the study as follow:

Figure: 1.1 Presents the Basic Algorithm for the model

For further clarification regarding validity and reliability of the model and selection criteria of this construct is presented here in different tables as follow:

Table: 1.1 Represents Factor Loading for the construct as below:

	Car_suc	P_C_O	P_E
CS1	0.733		
CS2	0.799		
CS3	0.856		
CS4	0.694		
CS5	0.690		
PCO1		-0.155	
PCO2		0.429	
PCO3		0.861	
PCO4		0.860	
PCO5		0.838	
PCO6		0.859	
PE1			0.564
PE2			0.894
PE3			0.800
PE4			0.637

Table: 1.2 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Car_suc	0.816	0.832	0.870	0.573
P_C_O	0.758	0.891	0.826	0.522
P_E	0.702	0.723	0.820	0.540

Table: 1.3 Discriminant Validity (Fornell-Larcker Criterion)

	Car_suc	P_C_O	P_E
Car_suc	0.757		
P_C_O	0.381	0.722	
P_E	0.365	0.364	0.735

The next table is presented here to demonstrate Variance Inflation Factor (VIF). VIF is a measure of multicollinearity. This ratio is calculated for all exogenous variable of the study. A great VIF values indicate the associated independent variable is extremely collinear with the other variables of the construct. Table 1.4 is provided as follow:

Table: 1.4 Collinearity Statistics (VIF)

	VIF
CS1	3.841
CS2	5.283
CS3	2.695
CS4	1.840
CS5	1.924
PCO1	1.560
PCO2	2.356
PCO3	2.924
PCO4	3.979
PCO5	3.750
PCO6	2.203
PE1	1.345
PE2	3.099
PE3	2.398
PE4	1.195

Table: 1.5 Model Fit Criteria

	Saturated Model	Estimated Model
SRMR	0.144	0.144
d_ ULS	2.498	2.498
d_ G	2.200	2.200
Chi-Square	2160.632	2160.632
NFI	0.383	0.383

Table: 1.6 Model Selection Criteria

	AIC (Akaike's Information Criterion)	AICu (Unbiased Akaike's Information Criterion)	AICc (Corrected Akaike's Information Criterion)	BIC (Bayesian Information Criteria)	HQ (Hannan Quinn Criterion)	HQc (Corrected Hannan-Quinn Criterion)
Car_suc	-56.588	-53.571	215.563	-45.792	-52.253	-52.058
P_E	-35.307	-33.299	236.784	-28.110	-32.417	-32.313

After assessing the model statically fit for the analysis the research study represents the following figure 1.2 that represents the T-statistics for the hypothesis testing the figure is represented as below:

Figure: 1.2 Represents The T-Statistics for Hypothesis Testing

Table: 1.7 Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
P_C_O -> Car_suc	0.286	0.289	0.105	2.722	0.007
P_C_O -> P_E	0.364	0.371	0.067	5.427	0.000
P_E -> Car_suc	0.261	0.275	0.090	2.913	0.004

Table: 1.8 Represents Total Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
P_C_O -> Car_suc	0.095	0.101	0.035	2.679	0.008
P_C_O -> P_E					
P_E -> Car_suc					

Table: 1.9 Represents Specific indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
P_C_O -> P_E -> Car_suc	0.095	0.101	0.035	2.679	0.008

Table: 1.10 Total effects is represented

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
P_C_O -> Car_suc	0.381	0.390	0.088	4.322	0.000
P_C_O -> P_E	0.364	0.371	0.067	5.427	0.000
P_E -> Car_suc	0.261	0.275	0.090	2.913	0.004

5. Discussion and Future Recommendations:

The study tested four hypothesis; it has been found that the PCO and PE are positively significant with career success of the faculty members working in public sector universities of Pakistan. Furthermore, the current study has found the mediating relationship of perceived employability between protean career orientation and career success of faculty members working in public sector universities of Pakistan. Due to the scarcity of time and financial constraints the study is limited to 12 universities of Punjab, Pakistan. Although, the results can be generalized. Future researchers are recommended to conduct qualitative research for the construct in the context of Pakistan.

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