

effect of protean

by ...

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Chapter 1⁵

INTRODUCTION

Human resource is an organizational asset that plays a significant role in supporting organizations to achieve its goals. Among others, work done by the employees ensures organizations' performance and sustainability.

However, certain variables prevail in a work environment that jeopardize work effort. In comparison with other advancements that are occurring in the world of employment, the essence of career is changing day by day.

In addition, people have started bearing most of the responsibilities for planning and managing their own careers. Career can be an important area of life through which one experiences a sense of achievement. The workplace has undergone a monumental change, with employers no longer looking after employees. Today, people must take full responsibility for managing their own careers and livelihoods. The 2 key factors that helped create this new workplace are:
1) technology and 2) globalization.

The Protean Career is a concept that requires everyone to: monitor and assess the job market; anticipate future developments; gain the necessary skills qualifications, relationships, and assets to meet the shifts, and adapt quickly to thrive in an ever-changing workplace.

Considering the role of a new approach to career, "the protean career orientation", this project tries to assess the factors present in the work environment that makes the employees move towards it.

Role overload, work rudeness and work alienation are taken into consideration in our study that can play a role towards making people more dynamic. The paper tries to assess how these factors are few of the many reasons that co-influence

the development of boundaryless careers. ⁵ Thus, this study takes an effort to explore the relationships among these three variables that is increasing an inclination towards protean career.

⁵ Our aim is to justify that it is important to determine the factors within the domain of these three variables that may help in understanding and suggest strategies that may improve the increased trend of protean career. We believe that work environment factors like role overload, work rudeness and work alienation have some association with people being more experimental and dynamic.

Every organization is looking for employees who can multitask and this creates a confusion in the mind of people about which task has to be given priorities and which task can be performed later. Being an individual, a person has to perform various roles ranging from a family man to professional person. This eventually increases their role and every role has to be performed in time and accordingly with excel. This demands for longer hours of work from them and the circumstances of role overload leads to stress followed by sacrifice at one part or the other which may lead to dissatisfaction. This feeling leads to the stress that an employee starts experiencing in the workplace. Stress leads to a toll on the physical and mental health of an employee. Stressed workers exhibit behaviors like withdrawal from work, lack of commitment towards organization and intention to change the organization. The impact of such pressures is becoming apparent. This in turn brings more negative effects.

As stated, with the rise in competition the job brings with it challenges of increased role overload. Every employer wants his employee to be well versed in all KSAs (knowledge, skills and abilities). This increases the burden on the employee to perform exceptionally good not only in his domain but other than his/her domain too.

The disappointment and despair faced by the employee can make him change his career to the more comfortable one.

Moreover, Work rudeness is on the rise. Catcalls, dismaying remarks said behind back, and overflowing e-mails are proof to the fact that many of us are overworked and stressed out. Rudeness towards employees is common throughout the workplace. ¹⁹ With the emphasis on profits and controlling labor costs, there are many issues evolving from the lack of civility within the workplace. While much has been written about violence in the organization, it is often the small and subtle intolerable acts, the little bad manners, that take the largest toll.

⁷ Rudeness is at the low end of the sequence of abuse at work; work rudeness isn't harassment or even open fight, although it can build up to any of those things. Links between the work environment and indicators of employee obedience, commitment, and performance show this is not a "fluff" issue. ⁷ Everyone would like to work in an environment where they are treated with respect and professionalism.

However, there are adequate amounts of studies to suggest that the "appropriate" work environment is the exception rather than the rule. This paper will give some background on rudeness at work and the role that it plays towards protean career. What are the factors that make an employee move to a career that carries a respectful position? Moreover, the contemporary work on employees have without any doubt shown some clear indications of work alienation for an employee. work alienation is ¹⁸ the mode of experience in which a person experiences him/herself as an alien or, in other words, becomes estranged from the self.

⁹ Karl Marx has written about work alienation in the context of the rise of capitalism and stated that alienation occurs in a system in which employers no longer see the resulting product of their work. While Marx looked upon work alienation as an objective concept, contemporary researchers work on subjective work alienation, that is, the degree to which workers feel alienated from their work. It is nearly a forgotten concept.

The concept of alienation helps us to comprehend the employment relationship. Different factors need to be taken into account in examining the employment relationship and how critical it is for protean career.

Therefore, this research paper gives insight into the knowledge related to various variables and helps to identify the relationship between role overload, work rudeness, work alienation and how each variable leads an employee towards it and to what extent it makes an employee protean career oriented.

Chapter 2

LITERATURE REVIEW

Protean career orientation:

Protean career orientation is defined as one which involves a holistic view , an incremental progression and a considerable flexibility .

The 90's period which is identified by increasing technological advancements, globalization, liberalization , economic uncertainty have started the idea of an efficient use of the workforce . As a result , employees are forced to incorporate dynamic career attitudes to survive in a ever changing work environment (Herrmann et al., 2015).Individuals with protean career orientation proactively set up enough efficient career objectives to coordinate with ever changing careers (DiRenzo, 2010).other than this, people who are not inclined towards protean career simply adjust according to the organizational environment and allow their supervisors to take control of the career path. People with protean careers usually set up their own objectives to move forward in their ladder of career growth. Wiernik and Kostal (2019) stated that a significant characteristic of people with protean take psychological success more important than extrinsic reward.

From its beginning , many scholars have set up a thorough literature review for the implementation and growth of Protean careers . Due to this, the various project also work to examine how experience , guardians and colleagues collectively affect the growth of a protean career .Through, conceptually related constructs, the bridge for protean career orientation was developed and it was establish that protean career orientation is directly related with work life balance

Furthermore , Our study of the literature established that A protean career is associated with success of career taking in account both the objective and subjective factors. This leads to the conclusion that it can happen across different stages of career, across different Transitions of career and when people are not paid in employment.

considering this , various studies have investigated the relationship between many individual and management outcomes such as success of career , satisfaction from job , commitment for the company and intentions to leave the organization , managing competencies and employability.

We contribute to the writings by identifying and measuring an analysis that binds individual and company indicators in way or the another with protean career orientation .

Nonetheless, many relationships are still under-explored and there stands some scope of additional insights .

Continuing this, Few group of investigators states that persons with the thought of protean career are self obsessed , egocentric and have difficulty in working according to the organization policies . For instance, Supeli and Creed (2016) presented a negative relationship between satisfaction concerning job , intention to stay in a particular job and commitment towards the organization. Another group of researchers claims that a Protean orientation is good for both employees and organizations.

For instance, Sargent and Domberger (2007) in their research found that protean persons do not show resistance to the change .They are always up for learning as it leads to their development and indirectly helping them to achieve organizational as well as individual targets . Similarly, Waters et al. (2014) presented that a Protean orientation brings benefits for both individuals and organizations. Thus, Protean career inclination in effecting organization characteristics cannot be ignored.

The investigation by the scholars has been done to understand the effect of protean career on individual and various work environment factors but very few researchers have analyzed the reason for protean career orientation because of individual and organizational indicators .

In this project , we thus emphasize on the latter and identify the reason for protean career orientation incorporating three variables : role overload , work rudeness and work alienation.

Role overload

Role overload is a concept which includes extra duties and burden in company. It takes place when person encounters tasks, authority , duties that where not present in his job description which ultimately results in increased tension and stress .. Mostly it happens when an employee is burdened with various duties and tasks from the senior management to be accomplished at one time.

Manzoor Muhammad Umair et.al (2011) identified the relation between stress from the job and satisfaction obtained from the job. stress in job and satisfaction from job are the by products of behaviour in the work place , burden of work ,no specified role. study showed a positive relationship in stress from job and satisfaction that a person experiences .

Manasseh N.Iroegbu identified the consequences of role difference in the company and role of satisfaction that effects the performance . The outcomes were that people who were experiencing low role differences were performing better that the people who experienced high role differences. Workplace variations in job tasks as a result had a prominent consequence on their performance.

International Journal of Management Studies identified increase in work , uncertainty of job tasks, differences in job to be performed , informal and formal groups, career training prospects and the working environment. 378 people were questioned for the analysis and it was stated through the analysis that all the above factors had a direct And prominent influence on stress incurred by job.The result also revealed that stress faced during job increases the role of growth in career in an individual's life

M.Hashemi et.al (2015) worked on measuring the stress incurred by the work to be performed through vagueness in task to be performed and burden of the task to be performed and its relationship with satisfaction arrived from job .leading towards an idea that commitment towards the company can be altered by stress incurred by job and satisfaction acheived from job .many of the researches mentioned that performance can be altered by the stress that an individual is experiencing. Stress while doing the job can lead to negative results such as leaving the organisation. . Therefore, identifying the indicators that lead to stress for the employees in the organisation will definitely help in intensifying the obligation of employees towards the company and to stay in their itself. Another researcher concluded the impact satisfaction arrived from job on the burden experienced on the work , differences in tasks to be performed .Outcomes were thag the burden from the work to be accomplished and differences in tasks to be performed leads to negatively influencing satisfaction arriving from the job.

Another researcher studied relationship between differences in tasks to be performed, vagueness in task to be performed, burden arising from the task to be performed and stress arising from the burden of duty. The relationship between pressure due to time constraints , differences in tasks and burden of the tasks were identified.Researchers also found out the relationship between anxiety and stress arising from job with role vagueness, role differences nd role burden. Outcomes of the study indicated towards positive correlation between time constraint pressure , role differences and burden from tasks and between anxiety and stress with role vagueness , role differences and burden of tasks . a notable impact of vagueness in role on role differences nd burden on tasks which ultimately has notable effects on time pressure , anxiety and stress from job.

Another individual examined the relationship between burden from tasks and retention And how does they effect each other. The conclusion stated that burden from tasks has a negative influence on making people to stay.

Cooper and Marshal³ classified role overload , career orientation , inter organizational relations and structure and climate of the environment as five important factors of stress identified at the workplace.

Ivancevich and Matterson⁴ divided workplace stress in different factors like physical environment, tasks to be performed and career development , informal and formal work groups , structures, climate and job description .

Srivastava and Singh⁵ assess work stress linked to burden of tasks,vagueness in task to be performed , role differences , informal and formal changes , personal authority , low participation from the desired , helpless ness , bad connection with peers , inherent inefficiency , low status, difficult working conditions and unprofitability.

Considering our review of the relationship related to role overload , it intrigues us to work on it as an important variable that leads to protean career orientation .

Work rudeness

Till now , studies of work rudeness in the organisation have led to sufficient number of papers that have highly led to the growth of organizational writings . Work Rudeness can be categorised as unacceptable or disrespectful conduct done by a person that shows a lack of respect and acceptability for others. Rude conducts are usually referred to as uncivil behaviour.

The significant conclusion of the concerned body of research has been that work rudeness leads to notable changes in the important organizational outcomes. For example, several scholars have stated the presence of work rudeness leads to revolting behaviour from the employees in terms of absenteeism , reduced performance , non compliance with the rules and regulations.

Not ignoring the valuable insights of these writings , it is visible that some prominent results of rudeness are heavily ignored in the writings . For instance we can not find any paper that examines how work rudeness influences performance of an employee directly . In fact, most writings that explores the results of unfair conduct identifies the self reported attitudes of experiencing unfair conduct rather than why it happened.

Simultaneously , many reasons to believe that unfair conduct has a significant outcome on individuals . For instance , recent writings have suggested that targets of unfair conduct report psychological distress (Cortina et al., 2001) and negative emotional effects . Thus in turn affect individuals' way of working in a variety of ways Targeting negative reinforcement is not the only way out for an unfair conduct that may reduce performance, Though after an incident of rude act, a person may keep on thinking about the incident in her his mind and may start assessing how valid the instigator's actions were (Porath, Overbeck, & Pearson, in press). As The person does so, the ability of the person to stay focused reduces which ultimately leads to decreased performance .

Most people when examined stated that unfair conduct at workplace is something that is increasing day by day. Seventy-one percent of the individuals who were questioned represented that they have encountered an unfair conduct within the last few years. In a similar study, 53 percent of employees lose concentration on work due to worrying about what could happen in future or what will be the consequence of a particular interaction , while 46 percent of employees thought of changing their jobs due to decreased overall commitment towards the organization (Azulay, 2007).

There is general agreement that there has been an increase in work rudeness .In the literature, research is currently inclined towards identifying its associations with outcomes,such as behaviour of the individual (Porath and Erez 2007), commitment towards organisation (Minor et al. 2012),rate at which employees are leaving the organisation Johnson and Indvik 2001), and satisfaction that an employee gets (Pearson and Porath 2005).

The various data furnishes evidence that employees do encounter work rudeness regularly in organizations, they have opinions about what leads to incivility, and employees tend to believe it affects them badly , their interpersonal relations , and their performance .

To overcome this gap, we analyzed how unfair conduct done by others affects an individual's inclination towards protean career .

How this rudeness makes them prone to take control over their career. To what extent this is a detrimental factor in categorizing a profession not fit for an individual . What is most prevalent in work rudeness that makes an individual think about another career .

Work alienation

The most work undertaken on employee welfare has undoubtedly shown some clear hint of alienation at work places. Alienation at work continues to be an important research area in sociology and all behavior. This is because it takes a heavy toll on employees lives.

Despite serious implications such as people leaving the organization, decreasing performance, workplace stress and negative interpersonal relations for other researchers , alienation as an idea has not been able to attract much analysis in all studies. In one book on conduct, its authors stated that. “many of the studies undertaken by scholars is not able to identify the existence of alienation. Employees who have faced work alienation find it difficult to produce results in their workplace, moreover they are unable to satisfy their individual needs and objectives as well.” Significant research has been conducted on problems arising due low satisfaction, stress arising from work to be done and to involve people more , increasing their obligation and individual growth in the workplace. However, very less analysis have been initiated on the outcomes that arise from work alienation . Organizational studies have not dedicated enough attention to this area mostly because of its inexactness, which comes at a stark contrast with the significant studies of identification, satisfaction, and involvement that emphasize the good side of professional life, and in several occasion, have advocated against work alienation (Kelemen et al., 2012). This writing focuses on the current work related to “work alienation,” with special emphasis on covering major research gaps.

This study is carried out to identify the meaning of alienation and explore to what extent it is practiced and various features that leads towards it among

employees and how it affects an individual to think about another career and take control of its professional life

Currently, research papers that identify the idea of the protean career in a logical and comprehensive are limited, however there is a growth in interest of comprehending it. Through a thorough understanding of various relationships present in the literature that incorporates various factors and outcomes in these domains i.e. protean career orientation, work rudeness, role overload and work alienation;

We take in a study to comprehend the extent to which these variables are important to lead to protean career orientation.

RESEARCH METHODOLOGY**3.1 RESEARCH PROBLEM**

This particular **research** is undertaken **to** identify or to answer the following:

1. Existing relationship between the three variables i.e. role overload, work rudeness and work alienation.
2. How these variables make an individual a protean career oriented
3. What are the factors that are most significant and prevalent under the domain of these variables that lead to protean career orientation?
4. Which variable is more responsible for protean career orientation?
5. How relevant our research is?
6. To understand the underlying assumptions and theory behind protean career.

3.2 RESEARCH DESIGN

Identifying design of research makes sure that all the relevant information collected can be used effectively to answer the research problem as distinctly as possible. Research design basically involves a critical thinking beforehand regarding what information is required to answer the study's research questions. To avoid limitations concerning this, **this study** utilizes **a descriptive research design to** identify **the** role or effect **of** role overload, work rudeness and work alienation on protean career orientation.

Descriptive research will help us in portraying **an accurate profile of persons, events, or** circumstances. It provides us with the description of the relevant aspects that can be beneficial for our research. Therefore, this research design enables us **to gather data from a vast range of** respondents **and this helped us in analyzing**

the responses obtained on how role overload, work rudeness, work alienation lead to protean career orientation.

Descriptive research designs helps in offering answers to the questions of who, what, when, where, and how with a particular research problem; though, it is not sufficient to figure out answers to why but It is used to ascertain answers concerning the current position of our area of interest and to describe "what exists" with respect to variables or conditions in a state of affairs. A descriptive study establishes only relations between variables. Descriptive studies can employ rich data that lead to important recommendations.

3.3 DATA SOURCES

Primary data sources

The data that is² obtained from the unique source of information, the primary data is more reliable and carries more precision in terms of decision-making because this data is obtained from the one who is directly engaged in a particular area which is of our interest. The primary data source in our research paper refers to respondents who filled our questionnaire. It makes us capable for more targeted data collection

²Secondary data

Literature review has been conducted to collect data from various secondary sources. This includes reports and documents. Moreover,¹² secondary data have been obtained from literature,¹² journals, books, different articles, periodicals, proceedings, magazines, newsletters, newspapers, websites, and other sources were also considered. The data is also obtained from the accessible research papers that concern with our overall area of interest. This helped in revealing where differences remain in our understanding of different concepts and revealed the questions that still need to be addressed and what data has yet to

be collected. Other than this, various manuals, procedures, reports, statistical data, policies, convention, and standards were taken into report for the review.

¹⁶ 3.4 RESEARCH METHOD

In order to satisfy the purposes of the dissertation, a quantitative research was held because quantitative methods (e.g. questionnaire) are best for measuring, ranking, categorizing, identifying patterns and making assumptions.

Quantitative means lead to analysis of data and provide us with different types of measurements that can be extracted through questionnaires. It makes sure that generalization across groups of people can be carried out.

The plan is to categorize them, group them, count them, and construct various relationships and descriptive models in an attempt to explain what is observed.

² Quantitative data were obtained from primary and secondary data.

Since our planned study question requires us to collect standardized (and therefore comparable) data from a number of people, therefore, questionnaires are the best method to use.

Moreover, questionnaires can be used to gather both quantitative and qualitative data, although we will not be able to get the level of detail in qualitative responses to a questionnaire that we could get in an interview. Questionnaires require a great deal of care in their design, but a well-developed questionnaire can be spread to a much larger number of people which makes it easier than interview. Questionnaires are particularly well suited for research finding measure some constraints for a group of people (e.g., average age, percentage agreeing with a proposition, level of awareness of an issue), or to make evaluations between groups of people (e.g., to find out whether members of different generations held the same or different views).

The questionnaire that we used is attached in the last. There are a total of 15 broad questions in our questionnaire, in which question no. 12,13,14,15 carries more sub questions on the Likert ¹⁷ scale of 1 to 5 where 1 represents strongly

disagree, 2 represents disagree, 3 represents neutral, 4 represents agree and 5 represents strongly agree.

Question no. 12 pertains to protean career and carries a total of 14 sub questions.

Question no. 13 pertains to work rudeness and carries 12 sub questions

Question no. 14 pertains to role overload and carries 5 sub questions

Question no. 15 pertains to work alienation and carries 8 sub questions.

Other questions seek to measure some parameters of the respondents.

3.5 SAMPLE DESIGN

POPULATION FOR THE STUDY:

The people for the study includes any person who carries work experience.

SAMPLE FRAME:

The sample frame for this research included any person who carries work experience and has filled the questionnaire.

SAMPLE SIZE:

The sample size of this research paper is 250 individuals with working experience.

SAMPLING TECHNIQUE:

To carry out the study in a more accurate and easier way, a simple random sampling method was adopted.

3.6 TOOLS FOR DATA ANALYSIS

²⁹ This data analysis was based on statistics type and ² under the data analysis; exploration of data has been made with descriptive statistics and graphical analysis, which basically involved exploring the connection between different variables. Therefore Excel, SPSS, Office Word format, and other tools were used. This data analysis focuses on numerical/quantitative data analysis.

Before scrutiny, data coding of responses and investigation were made. In order to analyze the data obtained easily, the data were coded to SPSS software as the data obtained from questionnaires. The analysis under this software encompasses various functions such as classifying, identifying data. Upon completion, the data were then entered to a statistical analysis software package

- SPSS for analysis. The analysis was done with SPSS software which contributed to the findings. It had contributed to the data validation and accuracy of the results. The software analyzed and compared the results of different variables used in the research questionnaires. Excel is also used to assist the analytical process of SPSS to reach appropriate solutions.

Chapter 4

DETAILED ANALYSIS

VALIDITY AND RELIABILITY

PROTEAN CAREER

¹“The results across the studies indicate strong evidence of reliability for the protean career measure, in line with earlier recommendations by Nunnally (1978), of Cronbach's value over the 0.70 threshold. Some of the items were somewhat problematic, partially due to the exploratory nature of that stage and the need we felt to try several optional items. In particular, reversed items reduced coefficient α , a common occurrence in the process of a measure development (Chester, Schriesheim, Eisenbach and Hill 1991).

The protean career measure was also evaluated for evidence of face, construct and discriminant validity. Face validity was generated via a choice of items reflecting the notion of the original concept of protean career. Personal correspondence with the initiator of the protean career concept (Professor Tim Douglas Hall) enabled the identification of a number of indicators to represent the concept. Further consultations with subject matter experts acquainted with the theory and practice of new career systems dynamics supported the face validity of the items. Both construct- and discriminant validity were evaluated by assessing the level of the correlation between the measure and other well-established, previously validated measures.

To assess discriminant validity, we utilized the following rule of thumb: 'A set of variables presumed to measure different constructs shows discriminant validity if their intercorrelations are not too high. If $r_{xy} \geq .90$, for example, then we can hardly say that variables X and Y measure different constructs' (Kline 2005, p. 60). Others suggest an even lower threshold, arguing that a factor correlation that exceeds 0.80 or 0.85 is often used as a criterion to define poor discriminant.”

WORK ALIENATION

“The factor loadings or regression weights for the eight items were all above 0.5, as suggested by Gallagher et al. (2008). The average variance extracted for the alienation

measure is 0.431, which is close to the acceptable level of 0.5 (Hair et al., 2003). It may also be noted that some authors, like Fornell and Larcker (1981), note that variance extracted is a more conservative measure, and on the basis of construct reliability alone the researcher may conclude that the convergent validity of the construct is adequate. The computed construct reliability of 0.857 for the measure was high and above the suggested value of 0.5 (Hair, Anderson, Tatham, & Black, 2003), thus providing an adequate indication of convergence. The internal consistency reliability of the construct of work alienation for this study was 0.855, and the average inter-item correlation was 0.424. As part of another study, examining the predictors of work alienation (Nair & Vohra, 2010), we were able to assess the extent to which the alienation measure was able to discriminate between alienation and related constructs such as meaningfulness, with the variance extracted for alienation (0.614) being greater than the squared inter-construct correlation (0.283) for meaningfulness, providing additional support for the validity of the alienation measure.”

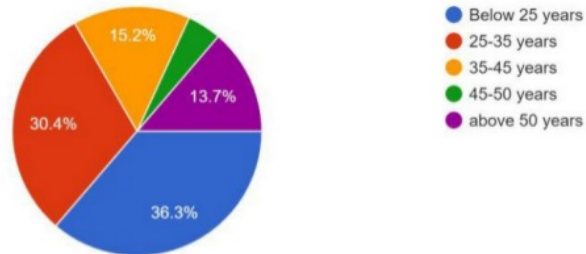
WORK RUDENESS

“We used items from the reliable and valid Workplace Incivility Scale (WIS; Cortina et al., 2001) to measure the frequency of participants’ personal experiences of uncivil conduct. We also supplemented the WIS with new items, to assess the construct domain more fully. The complete instrument appears in the appendix. Participants responded on a 5-point scale (0 = never to 4 = many times), describing how often they had experienced each behavior from a coworker or supervisor during the prior year at work. In other words, this scale assesses actual experiences of specific behaviors rather than general perceptions.”

FURTHER ANALYSIS

1. Age Demographics

AGE
204 responses

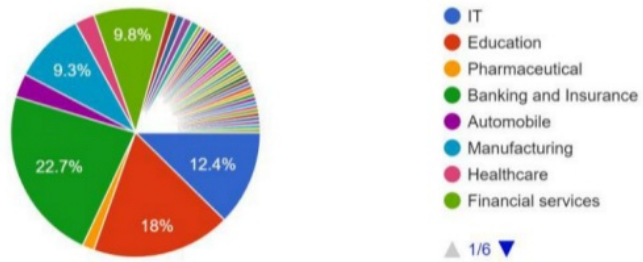


Mean	2.29
SD	1.35
Min	1
Max	5

As we can see that our sample size involved all kinds of age groups the results may vary from each age group to another and maybe that's why reaching a consensus was difficult as in the modern era each generation has a huge gap between them.

2. Industry

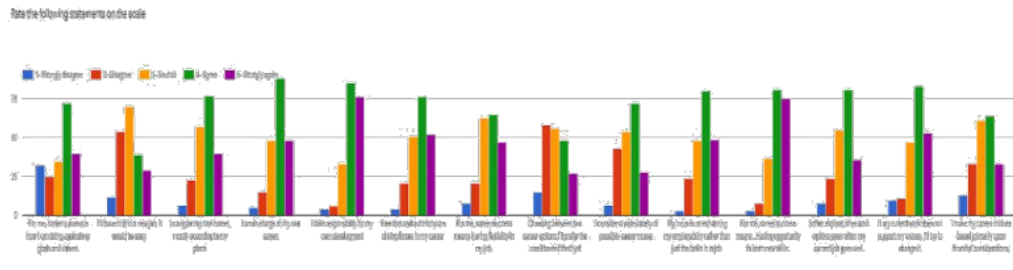
INDUSTRY PART OF
194 responses



Mean	3.92
SD	2.25
Min	1
Max	8

The sample size tried to include every industry possible so as to get a broader view for the research and get more accurate results.

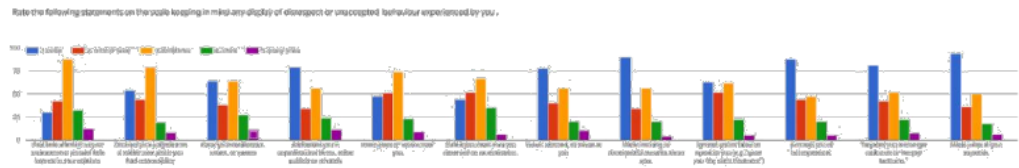
3. PROTEAN CAREER



From the responses pertaining to protean career, we could infer the following information.

- Majority of the people agreed that career success for them is how they are doing against their goals and values.
- People are neither in support nor against the belief that it will be easy for them to find a new job.
- Majority of the people are in charge of their own career, they work according to their plans.
- A good chunk of people feel that they are responsible for their own development.
- People grow in their career graphs through freedom and autonomy.
- Respondents are impartial towards flexibility in job as a driven factor for protean career.
- Respondents are dynamic and open in choosing different career moves .
- Respondents like challenging jobs where they can learn new skills and increase their employability.
- Respondents gave more weightage to their values than the job.
- Majority of the Respondents like to explore new job opportunities even if their current job goes well.

4. WORK RUDENESS

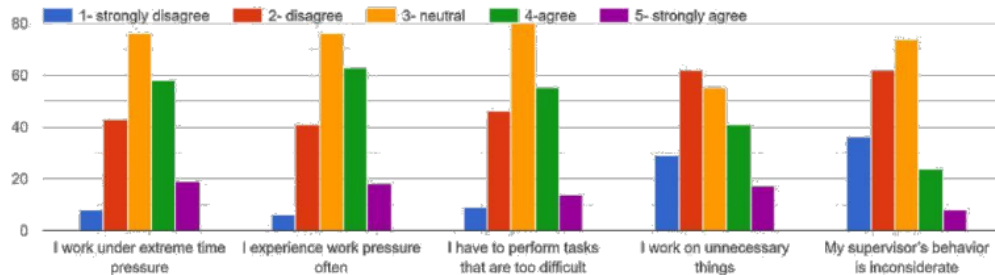


To understand whether respondents come across any disrespect or unaccepted behavior, various questions concerning work rudeness were asked from the respondents and we could infer the following:

- Majority of the respondents have come across a situation where their senior paid less attention to their statements or paid less attention to their opinions.
- Respondents are mutual towards the belief that they get hostile looks, sneers or stares.
- Respondents have never faced a situation where they were treated in unprofessional terms publicly or privately, others have made jokes at their expense, were yelled at or shouted at.

5. ROLE OVERLOAD

Rate the following statements on the scale

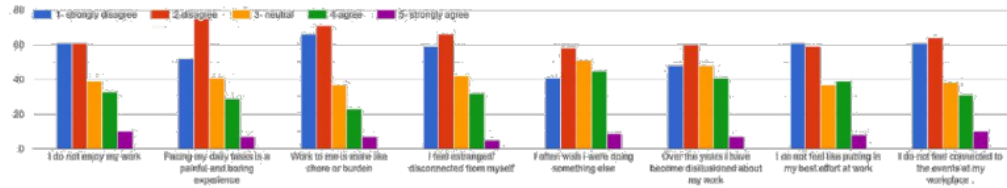


The degree of role overload that respondents experience can be inferred from the following:

- Respondents who feel that doing work under extreme time pressure as role overload are very few.
- Respondents consider it challenging to Perform tasks that are too difficult than considering it as role overload.

6. WORK ALIENATION

Rate the following statements on the scale



From the responses related to work alienation we can conclude the following:

1. Majority of the respondents feel estranged and disconnected from themselves in the workplace.
2. A good chunk of people enjoys their work and do not feel work alienation and do not find their tasks as painful and boring experiences.
3. Respondents are kind of impartial in the longingness of doing something else.

Majority of the people feel connected to their work and put their best effort at work.

STATISTICS

Standard deviation is a “quantity which expresses by how much the members of a group differ from the mean value of the group.” Mean is the “calculated central value of a set of numbers.” Table I describes descriptive statistics between protean career, work rudeness, work alienation and role overload. N denotes the number of observations collected from the sample.

Descriptive Statistics (TABLE I)

	<u>N</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Mean</u>	<u>Std. Deviation</u>
<u>Protean career</u>	<u>203</u>	<u>2</u>	<u>5</u>	<u>3.58</u>	<u>.610</u>
<u>Work rudeness</u>	<u>203</u>	<u>1</u>	<u>5</u>	<u>2.32</u>	<u>.957</u>
<u>Work alienation</u>	<u>203</u>	<u>1</u>	<u>5</u>	<u>2.37</u>	<u>.983</u>
<u>Role overload</u>	<u>203</u>	<u>1</u>	<u>5</u>	<u>2.97</u>	<u>.681</u>
<u>Valid N (listwise)</u>	<u>203</u>				

For protean career, the mean is more than the average responses which signifies according to the Likert scale people generally have higher career orientation i.e. They want to take the reins in their own hands rather than letting their future be guided by others. Standard deviation (SD) is affected by outliers as well so we can see that it's not a very huge deviation from the mean so most

of the data collected signifies the responses are more or less close to each other and not scattered.

For work rudeness, work alienation, and role overload the mean is more or less around the average which shows that the responders have faced these situations at least sometimes in their office culture and again the deviation is not that high from the mean which explains that this is more or less familiar for the sample.

20 Tables II and III represent 28 results of the proposed regression model. As R^2 is very less it shows that the effect of independent variables is very low on the dependent variable except that of the work rudeness as it is significant because $\text{sig} < 0.05$. In the Indian sample survey this shows that the independent variables such as work alienation, role overload don't play a significant role in protean career orientation.

Coefficients^a (Table II)

23 Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.208	.192		16.695	.000
	work rudeness	.116	.059	.182	1.978	.049
	role overload	.114	.073	.128	1.559	.121
	work alienation	-.101	.061	-.163	-1.668	.097

Regression equation

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

$$= 3.208 + (0.116 \cdot \text{Work Rudeness}) + (0.114 \cdot \text{Role Overload}) + (0.101 \cdot \text{Work Alienation})$$

¹⁴ Where Y is the dependent variable and X is the independent variable (i.e. it is plotted on the X axis), β is the coefficient of the variables. “A standardized beta coefficient evaluates the power of the effect of each individual independent variable to the dependent variable. The larger the absolute value of the beta coefficient, the stronger the effect.”

Model Summary (Table III)

²¹ Mode I	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.188 ^a	.035	.021	.604

a. Predictors: (Constant), work alienation, role overload, work rudeness

²⁰ Tables II and III represented results of the proposed regression model. As R^2 is very less it shows that the impact of independent variables is very low on the dependent variable except that of the work rudeness as it is significant because $\text{sig} < 0.05$. In the Indian sample survey this shows that the independent variables such as work alienation, role overload doesn't play a significant role in protean career orientation.

In SPSS we can specify numerous models in a single regression command. Each independent forecaster will explain some of the variance in the dependent variable simply due to chance. We can keep adding independent variables to the model

Which will advance the ⁸ ability of the variables to explain the dependent variable, though some of this increase in R-square would be due to change variation in that particular sample. The adjusted R^2 attempts to find a more accurate value to estimate the R-squared for the sample.

The R^2 value (R Square column) ¹⁰ indicates how much of the entire variation in the dependent variable (protean career) can be clarified by the independent variables (Work Alienation, Work Rudeness, Role Overload). This table provides the R and R^2 values. The R value shows the simple association and is 0.188 ("R" Column), which indicates there exists a positive correlation. The adjusted R^2 value shows how much percentage of the total variation in the dependent variable is being explained by the independent variables taken into concern. Here the value of adjusted R^2 is 0.35 or nearly 35%.

Chapter 5

FINDINGS AND RECOMMENDATIONS

Findings

Our research was focused on finding the reasons for protean career and for that three variables were chosen on which the decision of switching careers might depend. The variables chosen were work alienation, work rudeness and role overload.

Significance recorded:

1. Work rudeness - 0.049
2. Role overload - 0.121
3. Work alienation - 0.097

The Indian sample size which was taken into consideration might have been smaller and we wouldn't be able to include all the factors affecting the orientation of protean career that's why only one of the independent variables were significant on this sample size. This shows role overload and work alienation doesn't have much of an impact on this sample size when it comes to talk about the protean career. Some other factors are taken into consideration by people when deciding about switching careers.

WORK RUDENESS is a significant factor in deciding if we want to stay in a particular field or want to switch it if we take the findings from this sample paper.

Recommendations

Work rudeness has to be reduced by the employers to avoid employee turnover to make them stay in the industry itself. Other factors like career satisfaction, salary, learning propensity, etc. might be the reasons for a protean career. It is essential to know about the reasons for the same to build proper strategies for the employees and achieve maximum efficiency in the organization.

Chapter 6

LIMITATIONS

There are a few potential limitations of the present study that deserve attention.

1. The study was conducted for individuals with working experience. Therefore, findings of protean career orientation cannot be generalized to students without working experience.

2. This study was done on individuals with working experience irrespective of their country, city, profession. Hence, the results cannot be narrowed down to particular country, city, profession.

3. The present ⁵ study was cross-sectional carried out in a specified period; hence the result captures the occurrence only at a particular time.

4. The method of the present study was quantitative approach, and the questionnaire was used as a way to collect the data, hence the approximations were inferred with more care because it lacks the advantages of qualitative ways such as interviews.

5. The other limitation of the study is its generalizability which opens it for further studies catering to a particular industry, sector etc.

6. Furthermore, incorporating only three variables to understand the protean career orientation opens it for further research with diverse variables that may have outcomes on protean career orientation like as, motivation, job satisfaction, and job burnout.

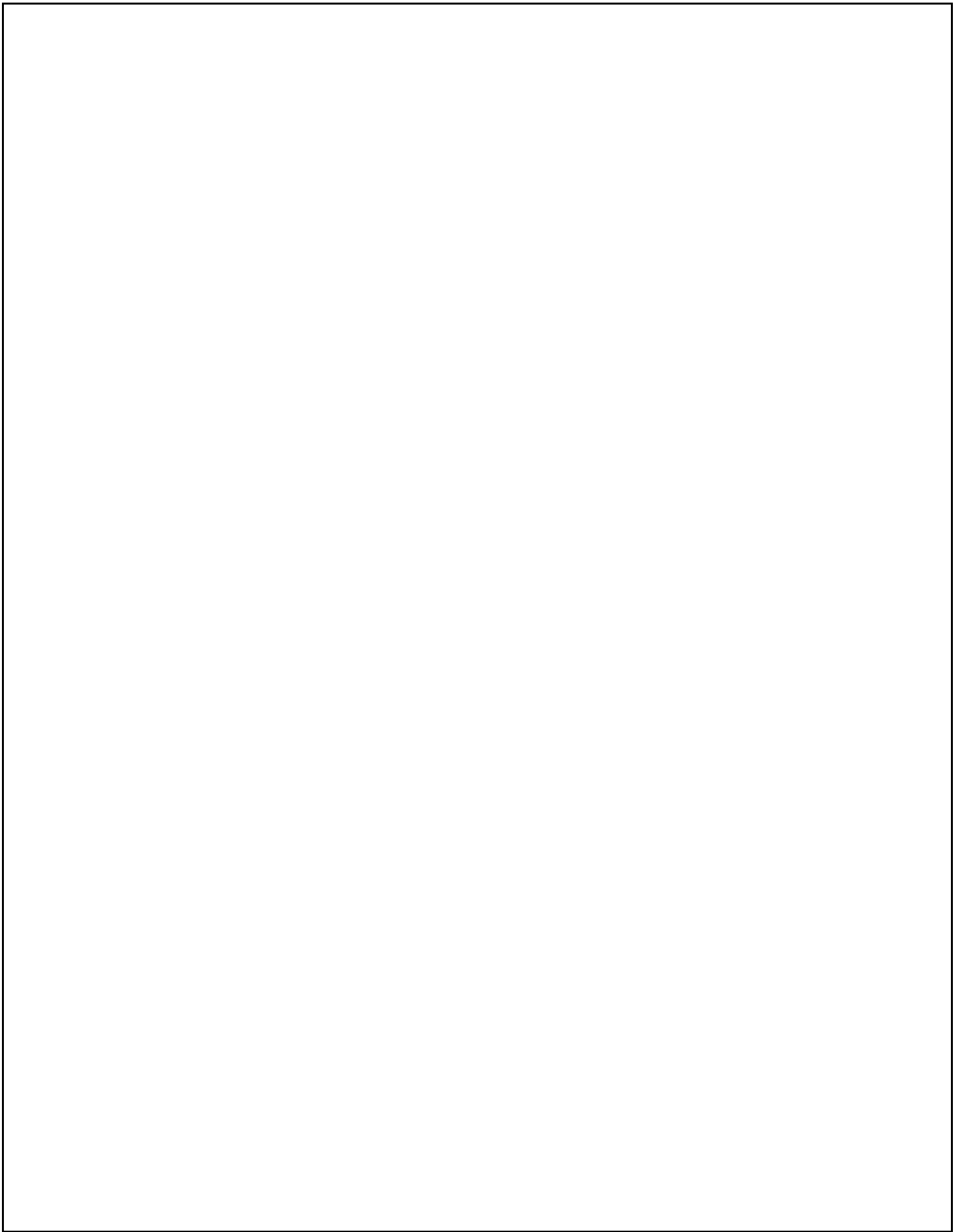
7. Moreover, we feel that further studies are required to establish validity and the ability to differentiate between work alienation and other related concepts such as

satisfaction, identification, or work centrality, which we feel that overlaps in some way or the other with work alienation.

8. Further research is also required to narrow down the results that caters to different occupational domains and other cultural contexts. This will help in bringing more clarity in understanding the concept.

9. Our literature review made us realize that there are very few studies that are carried out relating to work alienation. One possible reason for this ignorance could be vagueness concerning the concept and the poor way of measuring work alienation and bringing it to use. There is lack of reliable and proper measure that can help the researchers to explore a bit more about it

10. Since, our sample is not very large, the inference may not provide accurate insights of the issue at hand.



Chapter 8

ANNEXURE

Dissertation

We are final year MBA students of DTU interested in your opinions about Work Rudeness, Role Overload and Work Alienation on Protean Career Orientation as a part of our dissertation . Your responses will be kept confidential , anonymous and will be used only for educational purposes . Thank you !

*Required

1. Email ID

2. NAME

3. AGE *

Mark only one oval.

- Below 25 years
 25-35 years
 35-45 years
 45-50 years
 above 50 years

4. GENDER *

Mark only one oval.

- Female
 Male
 Others

5. EDUCATIONAL QUALIFICATION *

Mark only one oval.

- STUDENTS
 PROFESSIONAL

6. COURSE *

Mark only one oval.

- Undergraduate
 Post graduation
 Other: _____

7. EXPERIENCE *

Mark only one oval.

- 0-2 years
 2-5 years
 5-10 years
 more than 10 years

8. INDUSTRY PART OF *

Mark only one oval.

- IT
- Education
- Pharmaceutical
- Banking and Insurance
- Automobile
- Manufacturing
- Healthcare
- Financial services
- Other: _____

9. Current designation (if employed)

10. Working Hours *

Mark only one oval.

- 0-7 hours per day
- 7-10 hours per day
- 10-12 hours per day
- work from home

11. Institution / Organisation *

Mark only one oval.

- public
- private

**Protean
Career**

A career that involves frequent changes of organization, work setting, and job content. Such a career is shaped by the individual's own needs, goals, and values rather than by organizational structures .

12. Rate the following statements on the scale *

Mark only one oval per row.

	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
For me, career success is how I am doing against my goals and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have to find a new job, it would be easy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I navigate my own career, mostly according to my plans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am in charge of my own career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take responsibility for my own development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Freedom and autonomy are driving forces in my career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
For me, career success means having flexibility in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Choosing between two career options, I'll prefer the one I haven't tried yet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider a wide variety of possible career moves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My focus is on enhancing my employability rather than just the tasks in a job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
For me, career success means...Having opportunity to learn new skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often explore other work options, even when my current job goes well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If my current work does not support my values, I'll try to change it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make my career choices based primarily upon financial considerations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Work
Rudeness**

Any activity that disrupts the workplace and distracts individuals from doing their jobs can constitute work rudeness .

13. Rate the following statements on the scale *

Mark only one oval per row.

	1-never	2- once or twice	3- sometimes	4- often	5- many times
Paid little attention to your statements or showed little interest in your opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doubted your judgment on a matter over which you had responsibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gave you hostile looks, stares, or sneers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Addressed you in unprofessional terms, either publicly or privately	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interrupted or "spoke over" you.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rated you lower than you deserved on an evaluation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yelled, shouted, or swore at you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made insulting or disrespectful remarks about you.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ignored you or failed to speak to you (e.g., gave you "the silent treatment")	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accused you of incompetence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Targeted you with anger outbursts or "temper tantrums."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made jokes at your expense.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Role
Overload**

Role overload arises when an employee is pressured with added duties and responsibilities in an organisation.

14. Rate the following statements on the scale *

Mark only one oval per row.

	1- strongly disagree	2- disagree	3- neutral	4-agree	5- strongly agree
I work under extreme time pressure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I experience work pressure often	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have to perform tasks that are too difficult	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I work on unnecessary things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor's behavior is inconsiderate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**WORK
ALIENATION**

It refers to estrangement from the job, i.e. engagement in work tasks which are uninteresting and which do not express the capacities of the worker.

15. Rate the following statements on the scale *

Mark only one oval per row.

	1- strongly disagree	2- disagree	3- neutral	4-agree	5- strongly agree
i do not enjoy my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facing my daily tasks is a painful and boring experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
work to me is more like chore or burden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i feel estranged/disconnected from myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i often wish i were doing something else	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
over the years i have become disillusioned about my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i do not feel like putting in my best effort at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i do not feel connected to the events at my workplace .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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