

**EFFECT OF PROTEAN CAREER ATTITUDE ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A
STUDY OF SELECT ORGANIZATIONS IN INDIA**

THESIS

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for the award of degree of**

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in
MANAGEMENT**

By

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CANDIDATE’S DECLARATION

I, hereby, certify that the thesis titled “**EFFECT OF PROTEAN CAREER ATTITUDE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY OF SELECT ORGANIZATIONS IN INDIA**” and submitted in fulfilment of the requirements for the award of the degree of Doctor of Philosophy is an authentic record of my research work carried out under the guidance of Prof. Girish Chandra Maheshwari and Prof. Rajan Yadav.

The matter presented in this thesis has not been submitted elsewhere in part or fully to any other university or institute for the award of any degree.

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CERTIFICATE

This is to certify that the thesis titled **“EFFECT OF PROTEAN CAREER ATTITUDE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY OF SELECT ORGANIZATIONS IN INDIA”** submitted by Meha Joshi (2K17/PhD/DSM/04) in fulfilment of the requirements for the award of the degree of Doctor of Philosophy is an authentic research work carried out by her under our guidance and supervision. The contents embodied in this thesis had not been submitted by her earlier to any institution or organization for any degree or diploma to the best of our knowledge and belief.

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CHAPTER 1

INTRODUCTION

The technological revolution coming on the wings of globalization has engineered changes in different walks of life in an undreamt-of manner, including jobs, careers, and organizations. The revolution has led to the demise of traditional careers (Ronn, 2010) and has ushered into a new era characterized by a protean career attitude (Rodrigues *et al.*, 2021), beholding self-directedness and value-driven growth in one's career. The emphasis of employees today is to develop their career paths rather than relying upon the growth trajectory offered by their organization. Employees endeavor to empower themselves, by empowering the growth in their careers (Direzzo & Greenhaus, 2011). Today's employees derive satisfaction and benefits from their objectives (Weng & Mc. Elroy, 2012; Weng *et al.*, 2010). Due to this, the change in the psychological contract between employers and employees becomes palpable. These changes have forced organizations to rethink the career management of their employees as the changes in psychological contracts have a significant impact on some crucial aspects like the commitment of employees toward their organization (De Vos & Cambré, 2017). Consequently, this has led to changes in job design, which means critical adjustments in many ways for the employees (Burke & NG, 2006).

The radicalization in present employment conditions has led to a change in the relationship between employers and employees (Hall & Mirvis, 1995; Rousseu,1995). These changes, in turn, lead to a career driven by individuals and not by the organizations, a protean career (Hall, 2002).

It was firmly espoused that this contemporary career called protean is about continuous learning that a person does due to challenges they face at work and in their relationship with others.

The concept is gaining prominence, and there is an immense scope to research it across diverse workgroups.

A protean careerist is open to exploring new possibilities and sees his career as a series of learning cycles (Hall, 2004). An employee with a Protean Career Attitude (PCA) shows a calling attitude at the organization (Hall & Mirvis, 1995; Hall & Harrington, 2007; Chandler & Hall, 2005). There are two dimensions of PCA, viz. self-driven and value-driven growth. Self-direction refers to how an individual strategically takes control of their career (Briscoe & Hall, 2006; Mirvis & Hall, 1994). On the other hand, a value-driven approach refers to the high consciousness of an individual toward his or her priorities. It is used as a standard in making and assessing decisions (Hall & Mirvis, 1996). Self-direction and value-drive are the dimensions forming PCA.

The changes in the workplace attitude call for numerous changes in the actual conditions of employment at work (Direnzo & Greenhaus, 2011). Career researchers suggest that a protean career is one of the suitable coping traits to deal with the present dynamic and uncertain career scenario. (Gubler *et al.*, 2014; Hall & Mirvis, 1996). Although the protean career concept has gained significant attention (Lee *et al.*, 2014; Baruch *et al.*, 2015), there is immense scope for empirical investigations in this area.

Today, organizations face immense challenges due to the protean nature of employee attitudes. This is lamented by indicating that the protean attitude can lead to dysfunctional behaviors at times (Hafidz *et al.*, 2012), particularly among those employees who are low-performing or average-performing. However, today the era is

witnessing a somewhat different scenario. In satisfying the urge for self-growth, people move from selfish behavior to a high level of organizational growth and, therefore Organizational Citizenship Behavior (OCB) has become an important tool for them. This behavior is not directly rewarded formally but encourages the smooth functioning of the organization (Saerah *et al.*, 2020). Research suggests that employees try to compensate the organization for accomplishing the terms stated in the psychological (implicit) contract between employees and employers (Organ, 1988). The act again facilitates citizenship behavior at work, also called Organizational Citizenship Behavior (OCB). There are five dimensions of OCB namely altruism, sportsmanship, courtesy, civic virtue and conscientiousness (MacKenzie *et al.*, 1993). Altruism refers to the helping attitude of the employees. Sportsmanship is when employees tolerate any inconvenience at work and choose not to complain (Connell, 2005). Courtesy helps prevent conflict in the organization and civic virtue are when employees are actively interested in the political life of the organization. Conscientiousness shows the quality of an employee wishing to do his work or duty well and thoroughly. These five dimensions form OCB.

Due to advancements in technology, the attitude of employees at work, and the changes in society, organizations are constantly faced with several challenges to motivate and retain employees at work. The changing dynamics of demographics in organizations have led organizations to rethink employees' career management, as it affects some crucial outcomes at work, such as employees' commitment to the organization (De Vos *et al.*, 2017). In the era characterized by PCA, OCB can be a stimulant for positive behaviors in realizing organizational goals (Rafie, 2017) and individual goals without

dysfunctionality. It fosters a healthier and more conducive employer-employee understanding (Weng *et al.*, 2010; Weng & McElroy, 2012).

Organizational Career Management (OCM) can have tremendous effects on OCB and employees' productivity. Thus, there is a dire need to advance the extant literature by examining the impact of PCA on OCB. The present study will give impetus to present-day organizations to evoke OCB among employees to enhance their performance and productivity. The focus on career management of the employees will further help improve the organizational climate without affecting the dysfunctionality of the organization.

1.1. Problem Statement

Coping strategies in the literature include Protean Career Attitude (PCA), Organizational Career Management (OCM) and Organizational Citizenship Behavior (OCB) in retaining employees at work or pushing them out. These three areas are studied independently, but their interaction for interdependence and mediation has not obtained due consideration. Therefore, there is a dire need to investigate the interdependence in their interaction and thrust toward career progression. This study strives to conduit the gap, investigate the effect of PCA on OCB, and inquire about the presence of a mediator (OCM) in the relation between PCA and OCB. The literature highlights the relationship between PCA and organizational commitment, OCB and OCM. However, the question about how protean attitude can be molded to help employees enact OCB remains unanswered. Therefore, the role of Organizational Career Management as a mediator is the focal point of the study. The study uses mediation analysis to highlight the bearing of OCM in the relationship between PCA and OCB.

1.2. Rationale of the Study

Evoking the OCB among employees can contribute tremendously to organizations. It has been found that OCB contributes toward better performance of employees (Podsakoff *et al.*, 2000; Yen *et al.*, 2008), organizational effectiveness (Podsakoff & MacKenzie, 1997), and efficiency (Bateman & Organ, 1983). Employees view OCB as a means of essentially compensating the organization in place of the actual fulfilment of terms stated in the psychological (implicit) contract between employees and employers (Organ, 1988). When the employees start feeling that the organization meets the exchange obligations to attain career growth, they try to reciprocate through their acts and improve their performance (Organ & Konvsky, 1989). Cappelli (1998) shows how western countries observe a radical change in meanings attached to work and how the economic fluctuations have led to the change in the employer-employee psychological contract, which has consequently led to lost organizational commitment. Organizations are largely facing issues concerning citizenship behavior among protean cohorts. This calls for a need to unearth the mechanism through which OCB among the cohorts is regained. The review of extant literature concluded a few gaps. The studies are concentrated on either the protean career attitude of employees or OCB exhibited. But, no research focused on finding the practical effect of PCA on OCB. Furthermore, there is a lack of studies investigating the mediating role of Organizational Career Management in the relationship between PCA and OCB. The moderating role of demographic variables such as age, gender, work experience and tenure of stay in the relationship between PCA and OCB, has also not been studied so far. To quote a few, Khan *et al.* (2016) studied the theoretical relationship between PCA and organizational commitment, and Xerri *et al.* (2013) studied organizational commitment and OCB, and

found a positive association between the two. Noor (2009), in his study, found that OCB is the outcome of organizational commitment.

When there exists a positive relationship between protean career attitude and organizational commitment, and when studies show that OCB is the outcome of organizational commitment, it becomes essential to investigate the effect of protean career attitude on OCB empirically. A study by Mathumbu and Dodd (2013) highlighted that perceived organizational support positively impacts OCB.

This study is novel as it gauges the role of OCM as a mediator in the relationship between PCA and OCB. OCB is very important for organizations to have improved performance and open innovations, as highlighted in a study by Naqshbandi *et al.* (2016). A study by Emami *et al.* (2012) highlighted the positive relationship between OCB and performance. So, how to drive the present-day workforce (with a protean career attitude) to demonstrate OCB becomes a challenge for modern workplaces. This study seeks to answer questions of high relevance.

1.3. Research Methodology

1.3.1. Design of the research

The research design refers to the research frame within which the study is conducted and the data is collected. This study uses a descriptive research design. The research questions and the objectives are presented hereunder.

1.3.1.1. Research questions

- What is the relationship between protean career attitude and Organizational Citizenship Behavior?
- What is the relationship between demographic variables such as age, gender experience, tenure and independent variables?

- How do demographic variables such as age, gender, experience and tenure relate to the dependent variables?
- What is the nature of the relationship between dimensions of PCA and dimensions of OCB?
- Does Organizational Career Management mediate the relationship between protean career attitude and Organizational Citizenship Behavior?
- Do demographic variables moderate the relationship between protean career attitude and Organizational Citizenship Behavior?

1.3.2. Research Objectives

The study's primary objective is to expand the effect of PCA on OCB. Specifically, it seeks to

- identify if PCA among employees varies across their age, gender, experience, and tenure in the organization.
- investigate if OCB among employees varies across their age, gender, experience, and tenure in the organization.
- explore if employees' perception of Organizational Career Management differs based on age, gender, tenure in the organization, and experience.
- study the relationship between PCA and OCB
- expound on the presence of Organizational Career Management as a mediator between PCA and OCB
- investigate the moderation effect of age, gender, tenure and experience in the PCA-OCB relationship

1.3.3. Sample, data collection and analysis

The study had a sample of 305 middle-level managers working across service sector organizations in India. The sectors under inclusion criteria comprised only the Information Technology (IT), banking, financial services, consultancy services, and telecommunication sectors. The study is limited to Indian data and is centered on the primary dataset. Respondents considered for the study were middle-level managers. They were deemed appropriate for the study as they were the ones most affected by the career management practices of the organizations. Because of the skewed nature of the organizational hierarchy, top positions are available to only a few. Therefore, the propensity to prove fit for a higher position creates a competitive situation that intensifies protean behavior.

The sampling technique used for the study was convenience sampling. Structural equation modeling was used to find the mediating effect of OCM in the relationship between protean career attitude and Organizational Citizenship Behavior. To find any difference in the PCA, OCB, and OCM among employees across the age groups, gender, experience, and tenure of stay, analysis of variance (ANOVA) was used.

Moderation analysis was used to examine if any variable affects the strength of the relationship between endogenous and exogenous variables (Hayes, 2013). To find the moderating effect of demographic variables in the PCA-OCB relationship, moderator analysis using AMOS Structural Equation Modelling was done. Mediation analysis was done to find the mediating role of Organizational Career Management in the relationship between PCA and OCB. This study uses a scale based on the definitions of PCA and the various dimensions of OCB. Model predictability was tested using

confirmatory factor analysis. After checking the indices like GFI, NFI, among the four others, the structural model was worked on.

1.4. Significance of the Study

The study is novel as it seeks to draw attention to the relationship between PCA and OCB among middle-level managers. It provides new perspectives to help employees with PCA and enact OCB via Organizational Career Management. Organizations constantly face challenges related to human resources in the organization. The study would present a new perspective on Organizational Career Management to enhance OCB among protean cohorts, thus improving the productivity and performance of the employees. This study would significantly contribute to the existing literature, thereby helping the organizations reshape and re-plan their career management practices for employees.

1.5. Organization of the Thesis

The study spans over seven chapters.

Chapter one deals with the study's introduction, the research design used for the analysis, sample size, area, unit, sampling technique, and the significance of the study.

Chapter two presents the literature review culled from select research papers and articles in journals in the area. The analysis of literature is along the three strands of thoughts viz. protean career attitude, Organizational Citizenship Behavior, and Organizational Career Management. It is to understand the underlying factors and inter-relationship and the gap in the literature. The analysis is thematic instead of historic.

Chapter three presents the development of hypotheses for the study.

Chapter four discusses the research methods. This chapter deals with sections on the statement of problem, objectives of the study, sample design, and questionnaire design.

Further, it deals with the techniques used in analyzing the data collected through a questionnaire.

Chapter five presents the results of the detailed statistical analysis of data to pursue the study's objectives. It presents the analysis of results.

Chapter six narrates the summary of findings and presents the discussion by placing the study in the context of the previous studies.

Chapter seven discusses the conclusion, implications of the study, significance and future scope of the study.

CHAPTER 2

LITERATURE REVIEW

This chapter presents the review of the literature and the theoretical framework of the study. The purpose is to give an overview of Organizational Citizenship Behavior and its dimensions, protean career attitude and its dimensions, career management, and the literature spanning the interplay of the variables.

2.1. Organizational Citizenship Behavior (OCB)

The term Organizational Citizenship Behavior is defined as “individual behavior, which is discretionary and neither directly nor indirectly, acknowledged by the formal reward system in the organization, which in totality encourages the effectual and efficient functioning of an organization” (Organ *et al.*, 2003, p.4).

OCB is defined as the extra efforts the employees put in, which is not an obligation to them (Organ, 1988) and optional actions by employees (Kohan & Mazmanian, 2003). The concept is somewhat similar to the idea of extra-role behavior advocated by Katz and Kahn (1978) and influences resistance zone behaviors given by Barbuto (2000). Employees view OCB as a means of essentially compensating the organization in place of the actual fulfilment of the terms stated in the psychological (implicit) contract between employees and employers (Organ, 1988).

Initially, the research on the auguries of OCB was conducted by Bateman and Organ (1983) and Smith *et al.* (1983). It was found that job satisfaction could best predict Organizational Citizenship Behavior. Another research conducted by Organ and Ryan (1995) suggested that job satisfaction is still the leading predictor of OCB (Organ & Ryan, 1995). Many researchers believe that job satisfaction is a comprehensive concept

to predict organizational behavior accurately (Deluga, 1994, 1995; Penner *et al.*, 1997). There is an ongoing search for the predictors of OCB, with the differing intensity of prognostic worth procedural justice (Skarlicki & Latham, 1996; Moorman *et al.*, 1993) and leadership characteristics (Deluga, 1994; Mackenzie & Podsakoff, 1996). Organ (1994) used McCrae and Costa's (1997) Big Five personality test to predict OCB, but after failed attempts, he concluded that the Big Five model of personality is more related to temperament than motives.

2.2. OCB and its Antecedents

The two significant OCB antecedents are altruism and compliance (Bateman & Organ, 1983). Later, compliance was renamed conscientiousness. Altruism is the employees' voluntary behavior to help others at work, and compliance refers to the intentions of employees to follow the organizational rules (Williams & Anderson, 1991; Organ & Ryan, 1995). Later courtesy, conscientiousness, sportsmanship altruism, and civic virtue were added (Organ, 1997). Additional research has categorized these five OCB dimensions into behavior directed toward the individual OCB (OCBI) and OCB aimed at Organisation (Williams & Anderson, 1991).

The studies highlight various dimensions of OCB (Smith *et al.*, 1983; Van Dyne *et al.*, 1994; William & Anderson, 1991). They are altruism, sportsmanship, conscientiousness, civic virtue, and courtesy. Podsakoff *et al.* (2000) supported the findings of Organ.

Ever since then, several dimensions have been added to OCB. Some dimensions of OCB like sportsmanship, conscientiousness, and civic virtue can be easily discerned (Hui *et al.*, 2004).

OCB has been widely studied, and empirical investigations are still on to gauge the different aspects of OCB. In the initial stage, the studies primarily focused on finding the effects of the antecedents until research efforts began to gradually identify the results of OCB related to the tangible performance of an organization (Podsakoff & MacKenzie, 1994; Podsakoff *et al.*, 1997). Many researchers suggested job satisfaction, organization, procedural justice, and support or trust from the leaders and organization as the critical factors in increasing employees' OCB (Niehoff & Moorman, 1993; Williams & Anderson, 1991; Bateman & Organ, 1983; Ackfeldt & Coote, 2000; Van Dyne *et al.*, 1994; Farh *et al.*, 1990; Moorman, 1991; Organ & Lingl, 1995; Puffer, 1987)

Organizational Citizenship Behavior is a behavior demonstrated by an individual working in the organization beyond the purview of their responsibilities. It is like going beyond the boundaries to help a stranger or colleague (Organ, 1988). OCB is an “individual behavior that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the efficient and effective functioning of the organization” (Organ 1988, p.4)

A study by Koys (2001) found that OCB significantly impacts profitability. The research found that OCB has a significant effect on performance appraisal decisions (Whiting *et al.*, 2008). OCB is an essential subject of concern. Paille & Grima (2011) understood the association of OCB with the employees' intention to stay in the organization.

The dimensions of OCB used in the research are presented

2.2.1. Altruism

Altruism is the employees' voluntary behavior to help others at work, and compliance refers to the intentions of employees to follow the organizational rules (Organ & Ryan, 1995; Williams & Anderson, 1991). Altruism is a behavior in which an individual is cooperative, helpful, and exhibits other aspects of extra-role behavior (Podsakoff *et al.*, 1996). This behavior aims at a reactive approach to the one in need. Schwartz (2007) found that altruism is more inclusive in the case of individualists and emphasized that employees in a collectivistic setup confine themselves to the ingroup members rather than broadening their range (Triandis, 1989; Schwartz, 2007). Though there is no linkage between helping behavior and organizational gain, this behavior can benefit the organization (Organ *et al.*, 2006).

2.2.2. Sportsmanship

Sportsmanship is the behavior that explains accepting inconvenience in the workplace (Organ, 1988). Organ (2006) further explains it as employees' ability to roll with punches even when they do not agree with the changes that are happening in the organization. Moreover, it depicts the tolerance of less than ideal working conditions without complaining (Podsakoff *et al.*, 1990). An employee exhibiting such behavior does not complain about trivial matters, endures a 'not so conducive' work environment, and is ready to sacrifice his interest for the sake of the organization (Podsakoff *et al.*, 2000).

2.2.3. Civic virtue

Civic virtue is characterized by behaviors that indicate an employee's deep concerns and active interest in the organization's life (Law *et al.*, 2005). It relates to the active participation of employees in the organization's political life. Organ (1988) describes

the behavior like the one in which employees attend even those meetings that are not important, get into the active discussion on work-related matters during their time, and speak up. Podsakoff *et al.* (1990) describe civic virtues as relating to performing in role behavior beyond expectations. It involves the participation of employees in decision-making and suggesting policy-related changes in the organization (Moon *et al.*, 2004). It relates to behavior dealing with the idea-expression at work. Also, it concerns the commitment of employees toward the organization (Ackfeldt & Coote, 2005). The active engagement of employees in this kind of behavior is associated with the assumption that employees have the right to participate in the organization's affairs (Wang *et al.*, 2013).

2.2.4 Conscientiousness

Conscientiousness refers to how employees go beyond the essential requirement of jobs in terms of attendance, work rules, and job performance (Snape & Redman, 2005). Conscientiousness is observed when an employee exhibits extra-role behavior well beyond the call of duty, such as regularly attending the meetings, ensuring regularity and punctuality at work, and adhering to formal and informal orders in the workplace (Organ, 1988). Organ further linked this kind of behavior with ought to be behavior at the workplace. Conscientiousness has a close linkage with the concept of compliance, as proposed by Smith *et al.* (1983). It consists of behaviors that go well beyond the minimum role requirements of the organization (Law *et al.*, 2005). These behaviors indicate that employees accept and adhere to the organization's rules, regulations, and procedures.

2.2.5 Courtesy

Courtesy refers to the discretionary behaviors that prevent work-related conflicts with others (Law *et al.*, 2005). Courtesy relates to avoiding the catches at the organization and exhibiting considerate acts for colleagues, peers, and others at work. A courteous behavior refers to such actions like “touching base with fellow employees whose work could not be affected by one’s decision or commitments. Advance notices, reminders, passing along information, consultation, and briefing all suggest the intrinsic quality of courtesy” (Organ 1988, p. 10). He further argues that courtesy behaviors (e.g., advance notice of non-routine demands) enable co-workers to efficiently order and distribute their efforts, thereby reducing wasting resources and experiencing anger or frustration. In a country like India, where the social order is valued, employees are likely to behave courteously with their fellow employees if a conducive environment is given.

2.3. Tools for Measuring OCB in Various Research

To measure OCB, Van Dyne *et al.* (1994) came up with an inventory of thirty-four items. Another scale comprising the four dimensions and 19 items was developed by Moorman and Blakely (1995). This inventory included four dimensions of OCB viz. interpersonal helping (helping the colleagues and co-workers at work), individual initiative to foster better communication, loyal boosterism, and personal industry.

To find how teachers in schools engage in Organizational Citizenship Behavior, a twelve-item scale was further developed by Di Paola *et al.* (2005). Higher the score, the higher the extent of teachers' OCB. Since the tool primarily assesses school teachers' OCB, this inventory does not have universal applicability. The scale developed by Williams and Anderson (1991) contained all fourteen items that are to say, seven items related to OCBI and seven items of OCBO.

Lee and Allen (2002) modified Williams and Anderson's (1991) measure, removing some items as “Takes undeserved work breaks” and “A great deal of time spent with a personal phone conversation.”

Lee and Allen (2002) came up with a sixteen-item questionnaire to operationalize the concept of OCB aimed at individuals and OCB aimed at organizations. It helps find the kind of behavior an employee exhibited, with the focus on OCB aimed at individuals and organizations.

Rupp and Cropanzano (2002) developed a nine-item scale to measure Organizational Citizenship Behavior. Bakhshi and Kumar (2009) developed a 30-item Organizational Citizenship Behavior scale. This study used the standardized scale with a reliability score of .82. Neves developed a questionnaire for schools to measure OCB. This scale was further validated by Neves (2014). In the current study, Organ's (1988) definition of Organizational Citizenship Behavior has been taken as the basis. Thus, the 24-item OCB scale developed by Podsakoff *et al.* (2000), based on Organ's definition, was found most suitable for this research and used for the survey.

2.4. Slingshot Growth in the Research on Organizational Citizenship Behavior

OCB-related studies have grown exponentially in the past few years. Most of the OCB studies involved private sector businesses, and they have been conducted in the area of Human Resource Management (Borwan & Smitt, 1993; Murphy & Shiarella, 1997). Some OCB studies have been conducted in other management areas, including Marketing (Bettencourt & Brown, 1997; MacKenzie *et al.*, 1993; Kellman & Koffman, 1997; MacKenzie *et al.*, 1998; Netemeyer *et al.*, 1997; Podsakoff & MacKenzie, 1994; MacKenzie *et al.*, 1999).

Some of the studies were conducted in the area of Health Administration (Bolon, 1997; Organ, 1990), Industrial Labor Laws (Cappelli & Rogovsky, 1998), and Community Psychology (Burroughs & Eby, 1998). Also, OCB has been studied in the context of different nations, especially Taiwan, China, Japan, and Australia (Farh *et al*, 1997; Chen *et al*, 1998, Kim & Mauborgne, 1996). From 1991 to 2022, 990 articles have been published in the area of OCB. In the first round, Web of Science database was searched. Since only 159 research papers were found in the search, to expand its search area, Scopus was searched. This data has been fetched from the SCOPUS database.

Figure 2.1 presents the account of year-wise paper publication in the last 31 years. The bibliometric details included for the same have been appended in the appendix I.

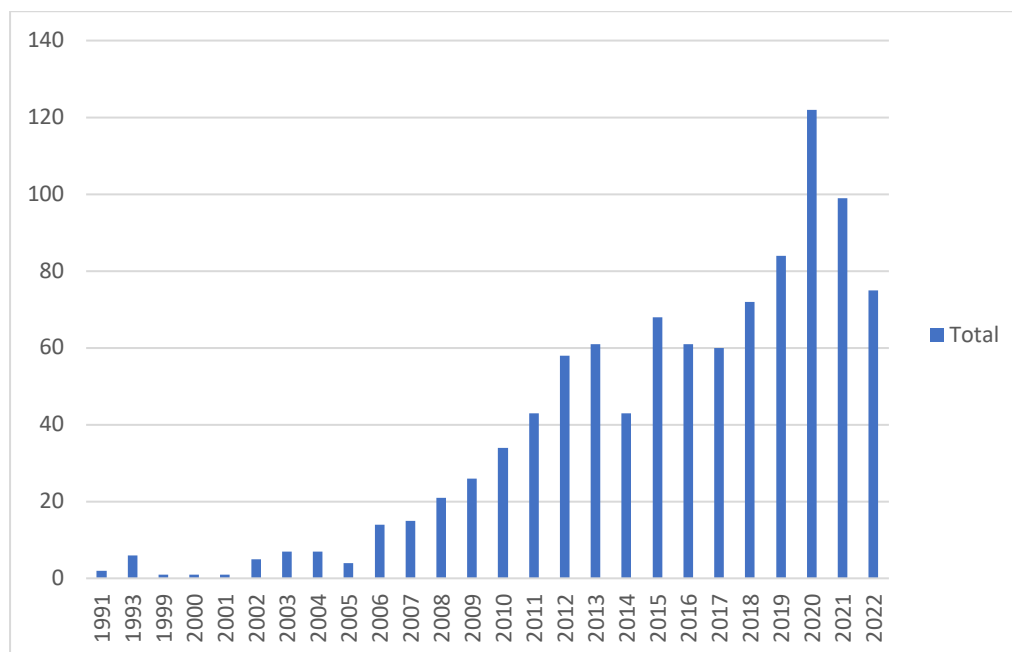


Fig. 2.1 Research papers published in the area of Organizational Citizenship Behavior

Though, the efforts were made to incorporate a large number of articles, but surprisingly, maximum articles are contributed by Journal of Applied Psychology, Journal of Business Ethics, Social Behavior and personality, Frontiers in Psychology,

Sustainability, Journal of Business and Psychology, Journal of Vocational Behavior, Journal of Management and International Journal of Human Resource Management. Out of 990 articles published, 263 are contributed by 10 journals. Other journals only trail behind.

The year- wise research publications in the area of Organizational Citizenship Behavior have been presented in Figure 2.1 covering a period of 1991-2022. The journals contain papers which are top cited in the area; the most cited authors and country wise publications have been attached in Appendix I. The search strategy, selection criteria, quality assessment and extraction of articles have been discussed in section 2.4.1 through section 2.4.4

2.4.1. Search strategy

To conduct the bibliometric analysis of the published research papers on “Organizational Citizenship Behavior”, Scopus database was used. For the search strategy on Scopus database, the keywords used were “Organizational Citizenship Behavior ” A total of 4,429 articles were obtained on the Scopus database. This step was followed by the selection criteria determination.

2.4.2. Selection criteria

A total of 4,429 articles were published in this area within the time span of 1991 – 2022 (31 years). The standard PRISMA framework (Page *et al.*, 2021) was used. PRISMA framework is a widely acclaimed reporting mechanism. The research endeavored to focus on a very particular set of research keywords. Information such as author, title, year, source, affiliation, abstract, publication, citation, index keywords etc. were downloaded on MS- Excel for further processing.

2.4.3. Quality assessment

The analysis was limited to articles published in the area of business, management and accounting, arts, social sciences, and psychology. The keywords were limited to “Organizational Citizenship Behavior”. On applying the PRISMA framework and after the quality assessment of the papers, 990 papers were considered for the study. For ensuring the quality of review, duplications were duly checked. The exclusion criteria was to limit the papers to English language only. There was no duplication recorded. Furthermore, after carefully assessing the articles, a total of 990 articles were considered.

2.4.4. Extraction

The characteristics used for data extraction were

- a. Article must be a research article and not book chapter
- b. The language should be English only

2.5. Organizational Career Management

Orpen (1994, p. 28) defines Organizational Career Management as “the practices deliberately established by the organizations” These practices are established to enhance employees' effectiveness, understand what employees need, provide adequate career opportunities for employees, find the employees' opportunities and provide them. These include a host of interventions and programs (De Vos *et al.*, 2008) that organizations devise to fulfil employees' personal needs and aspirations in alignment with the business goals (Coyle *et al.*, 2000). A study by Clarke (2013) showed that employees manage their careers by taking career responsibility. Still, the organizations continue to provide adequate support to the employees for their career development

through career initiatives. It shows that aligning their career objectives with organizational career initiatives becomes essential to keep people at work.

One of the suggestions by Rosenbaum (1984) indicated that investment in development actions is lesser and not comparable to the ones made by the organizations. Organizations do spend but prefer to invest in the chosen few and primarily those who have the competence to escalate into leadership roles (Spence, 1973). To understand the potential and abilities of employees, the information about their jobs and how they progressed in their careers is a must.

Rosenbaum (1984) significantly contributed to sketching the organizations' contrivances through which the companies endure employees' career development. In the studies conducted during the 1970s, efforts were concentrated on career planning (Walker, 1978; Bowen & Hall, 1977) and offering feasible solutions for developing the succession plan for the organizations. Organizational Career Management is defined as a set of activities that companies take up to uphold the career development of their employees (Baruch & Peiperl, 2000), assisting them in obtaining pay raises and promotions at work and assisting them to transit into leadership positions (Vinkenburg & Weber, 2012). OCM includes the activities to support the employees' career (Kong *et al.*, 2012; Budhwar & Baruch, 2003). It is also known as "organization's support for career development" or "organizational sponsorship," and entails the set of activities and support by the organization to care for their employees' success in their careers (Ng *et al.*, 2016; Orpen, 1994). Career management programs are also called organizational career development (Verbruggen *et al.*, 2007).

In the last 25 years, many new career models based on individual proactivity have emerged (Tomlinson *et al.*, 2018; Arthur & Rousseau, 2001; Hall, 1996). One of the

most challenging issues in today's time is managing employees' careers (Clarke, 2013; De Vos & Cambré, 2017; Koch *et al.*, 2017).

2.5.1. About career

Career is not a new concept, and the theoretical research in Organizational Career Management dates back to the 1970s (Walker, 1978). When the research concentrating on Organizational Career Management was at its nascent stage, the primary focus was on providing the guidance and necessary directions to prepare for succession plans. Still, gradually the area developed into several other aspects. It is believed that Organizational Career Management contributes to success in one's career (Gunz, 1989; Lepak & Snell, 1999; Jansen & Vinkenburg, 2006).

Several pieces of research have been done individually (Dreher & Ash, 1990; Georgakakis *et al.*, 2016; Jansen & Vinkenburg, 2006), and therefore, the results are not very concrete (e.g., Fagenson, 1989; Whitely & Coetsier, 1993). Thus, no consolidated empirical study states the effectiveness of Organizational Career Management practices either as single practice or systems of practice (De Vos *et al.*, 2008).

Rosenbaum's seminal work (1984) is one of the exceptions in the field of career management. No other authors have provided the theoretical explanations to find out the relationship between organizational investments in career management and the success in one's career. The nature of research and the fragmentation of research in various interdisciplinary areas clearly show how Organizational Career Management can contribute toward individual career success.

Several studies have been conducted to advance the extant literature available in Organizational Career Management, like the diffusion of Organizational Career

Management practices (Gutteridge & Otte, 1983; Baruch, 1996). However, they fail to overcome the drawback of a purely theoretical approach to career development (Baruch & Peiperl, 2000). A career process must be understood to ensure that the investment companies are making in employees' careers does not get wasted (Cappelli & Keller, 2014).

Several career practices are identified in the relevant literature regarding Organizational Career Management. It has been found that the set of career management practices ranges from 9 (Gutteridge & Otte, 1983) to 32 (Gutteridge, 1993).

Organizations' most used career management strategies are career counselling for the workforce, skill development of employees, career development, career planning, and succession planning. In a nutshell, these activities aid the employees in making important decisions in their careers. Baruch pinpointed that the organizations offer the Organizational Career Management (OCM) practices in combinations. De Vos *et al.* (2012) state there is generally no set accepted typology of OCM practices.

There are attempts to represent the career system frameworks that establish the link between organizational strategy and individual competencies (Lepak & Snell, 1999; Sonnenfeld & Peiperl, 1988) with the organizations' investment in supporting employees' careers development. Some authors have even built on the exploratory studies. They propose categorizing OCM practices based on adoption by companies and how they aid them in their professional development (Eby *et al.*, 2003).

From the extant literature reviewed, it can be inferred that career success can be either objective (Judge *et al.*, 1995) or subjective (Greenhaus *et al.*, 1990).

Subjectivity refers to an individual's satisfaction with all aspects of a career, and objectivity refers to how others view professional achievement. Career practices and

strategies aim to support the employees' professional achievement based on organizational goals and further reward them with promotions (Campion *et al.*, 1994; Cannings, 1988; Wakabayashi & Graen, 1984). Some authors (Dohmen *et al.*, 2004; Suutari & Brewster, 2003; Turban & Dougherty, 1994) have related the same to salary and some to the elevation to the upper echelons (Bozionelos, 2003; Kirchmeyer, 1998; Tharenou *et al.*, 1994)

2.5.1.1. Career Development of employees

Career development is the conclusion originating from individual career planning and Organizational Career Management (Bernardin *et al.*, 2013). Career development refers to the actions that assist individuals in managing the sequence of their job experiences across their lines (Stewart & Brown, 2011). Employee career development is most likely to encounter organizational requirements. A basic career development system entails four steps: self-assessment, reality check, goal setting, and action planning. At each step, both the worker and the association have tasks, and hence Career development is an integral part of career management. Barnett and Bradley (2007) defined two aspects of career development: Formal support (career planning and Training) and Informal support (Mentoring and Coaching)

Career goal development relates to the goals people take up at their work. These may include promotion at work and skill development (Noe, 1996; Zikic & Klehe, 2006). Several studies have been conducted in this context. The research by Greenhaus *et al.* (1987) states that career focus in terms of the goal they pursue gives way to the development behavior of the employees. Today's employees derive satisfaction and benefits from their goals on their own (Weng & Mc. Elroy, 2012; Weng *et al.*, 2010).

Career goal influences the level of psychological well-being of individuals (Rahim & Siti-Rohaida, 2015)

Millman *et al.* (2010) concluded that two essential indicators help presage career growth. They are structural advancement, in which employee moves up the organizational ladder through content advancement and career advancement (Brutus *et al.*, 2000). It is evident from many studies that individuals who have a more robust vision in terms of attainment during their careers are likely to be more successful in their careers (De Vos & Soens, 2008). It is evident from the literature that the employees who involve in career goal development are more likely to show commitment toward the organization for attaining their objectives, which may give rise to OCB. Employees view OCB as a means of essentially compensating the organization in place of the actual fulfilment of the terms stated in the psychological (implicit) contract between employees and employers (Organ, 1988). It was further argued that the employees start feeling that the organization will meet the exchange obligations for attaining career growth; the employees tend to be more favorable because of it. They try to reciprocate the same through their acts and bring quality to their performance (Organ & Konvsky, 1989). A fair and favorable perception of the employees in the organization tends to increase the likelihood that employees will engage in behavior like OCB, necessary to obtain career advancement. They take it as a reciprocal relationship between their favorite acts and contract fulfilment of the organization (Rousseau, 1989). On the contrary, if employees' expectations and concerns are not in congruence with the actual experiences of the employees, the organization is viewed as defaulting on its promises, which results in refraining employees from working beyond the explicit requirements of the job (Turnley & Feldman, 2000, Robinson & Morrison, 1995). The

organizational non-compliance to meet the obligations stated for the employees represents a breach to the employees, which further lessens their feeling to engage in OCB (Shapiro & Kessler, 2000). Based on the same, it can be established that the organization's career management strategies for employees to develop their career goals can positively impact OCB. In this study, the relationship between various dimensions of OCB and different Organizational Career Management strategies is studied. Feedback, potential assessment, and development are three career management strategies considered for the present study.

To manage employees' careers, several career management practices are followed in the organizations. They are bundled (De Vos *et al.*, 2008, De Vos & Cambre, 2017) into clusters related to various organizational characteristics such as age, culture, and size (Baruch & Peiperl, 2000). Four such career management strategies have been defined by a syndicate of authors (Eby *et al.*, 2003). They can be explained as succession planning, development, potential assessment, and feedback. However, in the present research, three career management strategies, viz. career development of employees, feedback, and potential assessment of employees are considered.

2.5.1.2. Potential Assessment of employees

Potential assessment plays a vital role in enhancing employees' growth. Potential appraisal sets the base for succession planning. It helps in evaluating the capability of employees for better growth and development (Dharmaraj & Sulaiman, (2015). Eby *et al.* (2003) have defined it as an essential career management strategy.

2.5.1.3. Feedback

Feedback plays a vital role in the development of employees. Research suggests that feedback is a contextual component for career satisfaction and employees' commitment

to the organization (Garvin, 1993). Feedback can enable an employees' learning and aid in job improvement (Zhou, 2003). By being involved in developmental feedback, the superior can provide relevant information for employees as per their behavior at work. This information-providing mechanism can help one enhance intrinsic motivation at work (Deci & Ryan, 1985), interest in the task, and learning and improvement attitude. Several studies highlight that developmental feedback and Positive feedback positively impact satisfaction with a career. Nemeroff & Cosentio (1979) showed the superiority of performance feedback and goal setting over performance feedback concerning employee satisfaction with performance reviews.

2.6. Career Management and Organizational Citizenship Behavior (OCB)

Career management has gained significant momentum in the recent past because of its effects on critical outcomes at work, such as employees' commitment to the organization (De Vos *et al.*, 2007). However, modern workplace changes and workstyles have redefined work rules for the organizations and employees. Rapid changes in society and technological advancements have posed several challenges to organizations for motivating and retaining people at work by judiciously using career management systems on the one hand. At the same time, on the other hand, these influences indicate a growing awareness of an individual's responsibility for career development (Ronn, 2010). Despite the existence of research primarily centering around career management and OCB individually, the research highlighting the dimensions of career management and their relationship with the various dimensions of OCB has received scant attention in the world of research.

Organizational Career Management (OCM) has been defined as a set of activities that companies take up to sustain their employees' career development (Baruch & Peiperl, 2000). It helps them obtain promotions, pay raises, and transition into leadership positions (Vinkenburg & Weber, 2012). Organizational Career Management refers to the activities taken up by organizations to support their employees' careers (Kong *et al.*, 2012; Budhwar & Baruch, 2003). OCM is also known as an organization's support for career development or organizational sponsorship. It refers to the organization's set of activities and supports to take care of their employees' success in their respective careers (Ng *et al.*, 2005; Orpen, 1994).

Evoking the OCB among employees can contribute tremendously to organizations. It has been found that OCB contributes to better performance (Podsakoff *et al.*, 2009; Yen *et al.*, 2008) and organizational effectiveness (Podsakoff & MacKenzie, 1997), and efficiency (Bateman & Organ, 1983). Millman *et al.* (2010) concluded that two essential indicators help predict career growth. They are structural advancement in which employee moves up the organizational ladder through content advancement and career advancement (Brutus *et al.*, 2000). Career growth prospects refer to how an employee will be promoted and obtain career development from job enrichment and job enlargement (Weer, 2006).

In many pieces of research, it has been concluded that there exists an unsaid psychological contract between employees and employers, which is implicit and subjective and is not essentially shared by the employees and employers (Kabar & Barrett, 2010). The expectations, ideas, concerns, or the organization's policy form the psychological contract among employees (Robinson & Morrison, 1994). A good career growth policy should promote a strong feeling of psychological agreement between the

employees and the organization, especially when the career growth policy is a valued initiative for the employees who expect growth and progress (Bedeian *et al.*, 1991; Balogun & Okurame, 2005). Aselage and Eisenberg (2003) posited in the study that the mere perception and expectation that an organization is willing to meet the obligations of employees motivate an employee to reach the company's goals.

The anticipation of some form of reward or acknowledgment increases employees' efforts and substantial involvement in the organization beyond the call of duty (Mowday *et al.*, 1982). Research has found that performance is spurred when there is optimism (Avey *et al.*, 2010), increased organizational commitment, pro-work and social actions from employees (O'Reielly & Chatman, 1986; Meyer & Allen, 1984; Brief & Motowildo, 1986), and credible growth policy leading to increased attendance at work (Eisenberg *et al.*, 2004).

Employees view OCB as a means of essentially compensating the organization in place of the actual fulfillment of the terms stated in the psychological (implicit) contract between employees and employers (Organ, 1988). It was further argued that the employees start feeling that the organization will meet the exchange obligations for attaining career growth; the employees tend to be more favorable due to the same. They try to reciprocate the same through their acts and bring quality to their performance (Ishak, 2005; Organ & Konvsky, 1989). A fair and favorable perception of the employees in the organization increases the likelihood of engaging in behavior like extra-role behavior or OCB is necessary to obtain career advancement as they take it as a reciprocal relationship between their favorite acts and contract fulfilment of the organization (Rousseau, 1989).

On the contrary, if the employees' expectations and concerns are not in congruence with the actual experiences of the employees, the organization is viewed as defaulting on its promises, which results in refraining employees from working beyond the explicit requirements of the job (Turnley & Feldman, 2000, Robinson & Morrison, 1995). The organizational non-compliance to meet the obligations stated for the employees represents a breach to the employees, which further lessens their feeling to engage in OCB (Shapiro & Kessler, 2000).

An employee who does not perform well in the organization and is unable to meet the organization's standards are likely to have fewer chances of using the career growth policy of the organization. Positive assessments and high performance are the essential requirements for advancing in the career hierarchically. Research has shown that job performance forms the basis for rewarding the employees with better opportunities for career growth that impact career growth prospects (Van Scotter *et al.*, 2000)

2.7. Theoretical underpinnings: Social Exchange Theory

The social exchange theory suggests that an individual's behavior is the result of an exchange process that occurs in organizations. This theory postulates that employees typify and humanize the organization by cultivating an exchange relationship that varies in attitudinal and behavioral reactions (Eisenberg *et al.*, 1997). Blau (1964) highlights that when the employees perceive to being treated positively, it produces a sense of obligation to reciprocate. Research by Saks (2006) highlighted the association of perceived organizational support with increased engagement at work, an antecedent to satisfaction, turnover intent, and citizenship behavior. When employees get along with each other and interact, they must follow reciprocation (Cropanzano & Mitchell, 2005). The literature review suggests that social exchange theory provides the basis for

studying many kinds of structural relationships existing in the organizations viz procedural justice, OCB, job satisfaction, and the complexity of organizational structure. Social exchange happens when something is exchanged based on trust (Blau, 1964). This theorizes the relationship between the employers (or leaders) and employees (Settoon *et al.*, 1996; Eisenberger *et al.*, 1986). The behavior of the leader toward the employees has a bearing on the attitude of the employees (Eisenberger *et al.*, 1990 ; Romzek,1990). It is usually seen that when employees see fair practices being put in place in the organization, they reciprocate with positive work behavior in the organization (Aryee *et al.*, 2002). OCB can be triggered in reciprocation of effective OCM in the organization. It means when the employees with protean mindset are provided with adequate opportunities for career management, they are obligated to reciprocate the same with citizenship behavior. The theory suggests that if employees receive support from the organization, it can lead to their improved performance, which further benefits the organization (Coylo Shapiro & Conway, 2005).

The theory demonstrates how employers and employees are ready to fulfil each other's needs and how employee behaviors are impacted mainly by the HR practices being followed in the organizations through psychological contracts (Robinson & Rousseau, 1994).

Thus this theory forms the basis for understanding how career management can help employees enact OCB.

2.8. Protean Career Attitude (PCA)

Baruch (2004) defines a protean career as an extreme form of a boundaryless career, in conjunction with the measures of success and internal career motivations. It is a new

form of career in which an individual takes personal responsibility for his/her career development. The word 'Protean' obtained its origin from the Greek word "Proteus", which relates to the ability of an individual to mold itself into the shape of something dealing with uncertainty (Briscoe & Hall, 2006). Protean careerists exhibit two essential characteristics. First, they are value-driven, and second, they are self-directed. Being value-driven relates to the intensity with which an individual takes strategic control of her/his career (Mirvis & Hall, 1995; Briscoe & Hall, 2006), whereas being self-directed relates to the individual's consciousness of their priorities (Hall & Mirvis, 1996).

To cope with the present-day employment uncertainties, careers are increasingly transitioning from traditional ones to the PCAs (Arthur & Rousseau, 1996; Hall, 2002; Sullivan & Arthur, 2006).

Protean career theory postulates numerous dispositions that successful protean careerists possess. As proposed by the researchers, some of the attributes are positive interpersonal attitude (Seibert & Kramer, 2001), self-directedness (Briscoe & Hall, 2006; Hall & Chandler, 2005), internal motivations (Gagne *et al.*, 1997), proactiveness (Briscoe *et al.*, 2006; Eby *et al.*, 2003), positive self-image (Judge and Bono, 2001); adaptability and resilience (Lounsbury *et al.*, 2003), and openness to career opportunities (Chiaburu *et al.*, 2006).

A protean careerist is always the one who is open to exploring new possibilities and sees his career as a series of learning cycles (Hall, 2004). An individual with PCA shows a calling attitude (Hall & Mirvis, 1995; Hall & Harrington, 2007; Hall & Chandler, 2005). While the concept of a protean career has gained due recognition (Herrmann *et al.*, 2015; Lee *et al.*, 2014), investigations to gauge further into this career attitude empirically are still gaining momentum.

In the last 22 years, 237 papers have been published in the area of a protean career. In the first round, Web of Science database was searched. Since only 78 research papers were found in the search, therefore to expand its search area, Scopus was searched. After applying the checks, a total of 124 articles were considered for the study.

Though, the effort was made to incorporate a large number of articles, but surprisingly, maximum articles are contributed by Journal of Vocational Behavior, Career Development and International Journal of Human Resource Development. Out of 124 articles published, 58 are contributed by 3 journals. Other journals only trail behind.

Fig. 2.2. accounts for published papers year-wise in the last 22 years. The bibliometric details including the list of papers published with the number of times they are cited; authors of the area with the citations have been appended in the appendix I.

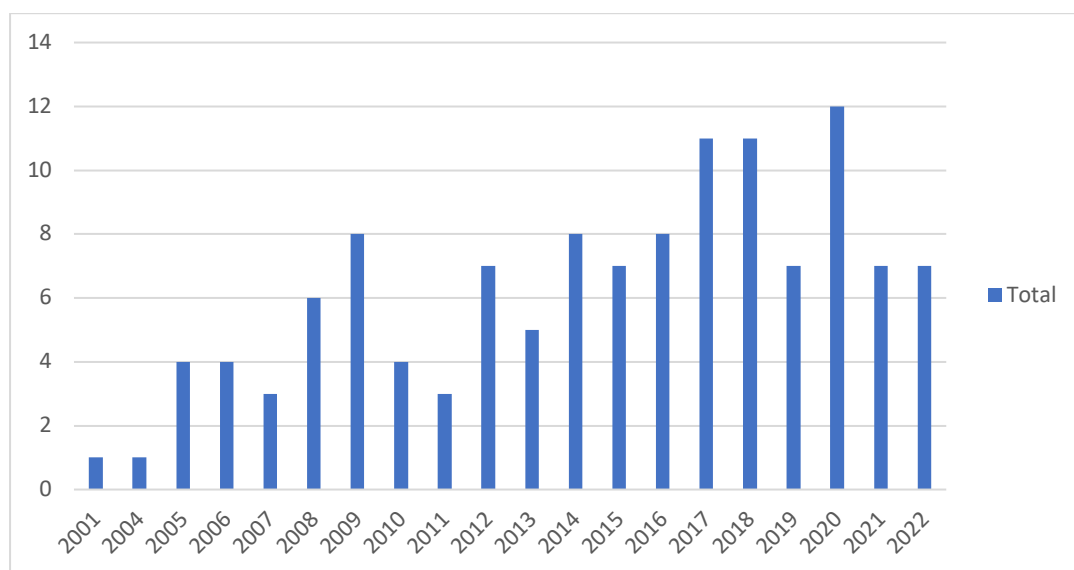


Fig 2.2. Research papers published in the area of protean career in the last 22 years

The year- wise research publications in the area of protean career have been presented in Fig. 2.2 covering the period from 2001-2022. The journals contain papers which are top cited in the area, the most cited authors and country wise publications have been

attached in Appendix I.

The search strategy, selection criteria, quality assessment and extraction of articles have been discussed in section 2.8.1 through section 2.8.4

2.8.1. Search strategy

To conduct the bibliometric analysis of the published research papers on “protean career”, Scopus database was used. With the help of the search strategy on Scopus database, the keywords used were “protean career orientation” or “protean career attitude”. This step was followed by the selection criteria determination.

2.8.2. Selection criteria

A total of 237 articles were published in this area within the time span of 2001– 2022 (22 years). The standard PRISMA framework for the bibliometric analysis was used. PRISMA framework is a widely acclaimed reporting mechanism. The research endeavored to focus on a very particular set of research keywords. Information such as author, title, year, source, affiliation, abstract, publication, citation, index keywords etc. were downloaded on MS- Excel for further processing.

2.8.3 Quality assessment

The analysis was limited to articles published in the area of business; management and accounting. The keywords were limited to “protean career orientation”, “boundary less career” and “career development”. After the quality assessment of the papers, 124 papers were considered for the study. For ensuring the quality of review, duplications were duly checked. Since the number of research papers was less, it was easier to go through each and every paper insightfully. The exclusion criteria was to limit the papers

to English language only. There was no duplication recorded. Furthermore, after carefully assessing the articles, a total of 124 articles were considered.

2.8.4. Extraction

The characteristics used for data extraction were

- a. Article must be a research article and not book chapter.
- b. The language should be English only.

2.9. Base for Protean and Organizational Citizenship relationship

A protean career attitude is often characterized by self-direction and a value-driven approach. Self-direction refers to how an individual strategically takes control of their career (Briscoe & Hall, 2006; Mirvis & Hall, 1994). On the other hand, a value-driven approach refers to the high consciousness of an individual toward his or her priorities. It is used as the standard in making and assessing decisions (Hall & Mirvis, 1996). The individuals with these proactive traits are aware of their career achievement and highly concerned with organization priorities (Grant & Ashford, 2008). As shown in the reviewed literature, the protean career models indicate a declining tendency in organizational commitment, but any practical research on this subject has been found highly insufficient (Sullivan *et al.*, 2009; Zaleska & de Menezes, 2007). Former researchers have found several career-related outcomes on PCAs. In contrast, far too little attention has been paid to examining theoretically based variables in predicting the correlation of protean career and organizational commitment of employees (Gubler *et al.*, 2014; Rowe, 2013).

The focal point of this study is to investigate the association between PCA and OCB. This relationship would enable us to identify the expected behavioral consequences of different career attitudes, as commitment is one of the most critical determinants of

performance, loyalty, and turnover (Mathieu & Zajac, 1990; Mowday *et al.*, 1982; Shore & Wayne, 1993). Moreover, organizations need to retain a competent set of employees with long-term commitment to ensure sustenance in the competitive world.

2.10. OCB and Performance

Studies show that OCB contributes to better performance (Podsakoff *et al.*, 2009; Yen *et al.*, 2008) and organizational effectiveness (Podsakoff and MacKenzie, 1997). OCB significantly impacts organizational performance in several ways. It enhances organizational performance by lubricating the social machinery of the systems, increasing efficiency, and reducing friction (Bateman & Organ, 1983; Smith *et al.*, 1983).

Several studies highlight the importance of OCB to lower the need for the firm to put scarce resources into maintenance functions. It was claimed that if fewer resources are devoted to maintenance, more of them are available for immediate productive purposes (Organ, 1988; Smith *et al.*, 1983). The OCBs framework by Organ (1988) is the only one that has been treated consistently over a reasonably large number of studies (Le Pine *et al.*, 2002).

Table 2.1. presents the summary of literature. It includes the year of study, authors, title of research and findings of the study.

Table 2.1 : Year-wise papers, their authors, title of research papers and findings of the study

| Year of study | Authors | Findings of the study |
|---------------|---|---|
| 2021 | Sen, C., Mert, I.S., and Abubakar, A.M. | Organizational support may help reduce cynicism in the organization. |
| 2021 | Setyaningrum et al. | The role of career management has been conclusively proved to generate positive outcomes. |
| 2020 | Jehanzeb, K. | This study highlights the significant correlation between OCB and organizational support. |
| 2020 | C Holtschlag, AD Masuda, BS Reiche | The roles of protean career attitude, goal progress and Organizational Career Management are presented. Protean career attitude results in a decrease in the turnover intention of employees. |
| 2019 | Hui Li, Hang Hue, & Francis Cheung | The study highlights how PCA indicates career adaptability. Career decision is found as a mediator in the relationship between PCA and career. |
| 2019 | R Redondo & P Sparrow | It is found that individuals with PCA demonstrate high organizational commitment and are more satisfied with the job, and, surprisingly, do not show high intention to quit. |
| 2019 | Buil I., Martínez E., Matute J. | This study highlights the relationship between transformational leadership and employee performance. The results indicate that employee engagement mediates the relationship between the two. |
| 2019 | Presti, A. L., Manuti, A., & Briscoe, J. P. | There is a strong association between career management practices with the citizenship behavior of employees |
| 2017 | Ali Özduran & Tanova | The study finds that employees with a higher incremental mindset can contribute to a higher level of OCB by facilitating effective coaching in the organizations. The study espouse that incremental mindsets give way to effective coaching and thus lead to higher OCB enactment among employees. |

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| 2017 | Newman A., Schwarz G., Cooper B., Sendjaya S. | This study focuses on the role of servant leadership in influencing the OCB among employees. It provides a nuanced understanding of leadership leading followers. |
| 2016 | Khan et al. | This paper theoretically examines the nexus between protean careers and the commitment level of employees. Also, it focuses on understanding employees' perspectives concerning Organizational Career Management. |
| 2016 | Andres Salas-Vallina et al. | The study highlights the full mediation effect of organizational learning in the relationship between happiness and OCB. This paper explains how OCB can be enacted by facilitating Organizational learning. |
| 2016 | Pradhan, R. K., Jena, L. K., & Bhattacharya, P. | The study was conducted on 212 employees. The results show that psychological capital has a significant positive association with OCB. |
| 2015 | Zayas-Ortiz, M., Rosario, E., Marquez, E., & Gruneiro, P. C. | The research highlights the positive association between antecedents of OCB and employee commitment. |
| 2015 | Direnzo, M. S., Greenhaus, J. H., & Weer, C. H. | The results show that protean career attitude is positively correlated with work-life balance. The study also highlights the association of protean career attitude with career planning activities. |
| 2015 | Bolino M.C., Hsiung H.-H., Harvey J., LePine J.A. | The study identifies the conditions of work that trigger the wearing out of employees in the organization and how citizenship fatigue impacts OCB. The study finds that citizenship fatigue negatively impacts OCB. |
| 2015 | Shin Y., Sung S.Y., Choi J.N., Kim M.S. | The findings of the study highlight that top management ethical leadership significantly predict the ethical climate of the organization. A plausible evidence to show how top management ethical leadership enhances organizational performance. |
| 2015 | Newman A., Nielsen I., Miao Q. | The study finds that there exists no significant impact of perception of organizational CSR on OCB. |
| 2014 | David E. Okurame | The study highlighted the need to study the moderation effect of gender on the protean and boundaryless career. |
| 2014 | Waters, L., Briscoe, J., & Hall, D. T. | This study is longitudinal and studies the impact of protean attitude on employees' job search and career growth. This study offers newer perspectives to the unemployed folks for creating a change for themselves. |
| 2014 | Shahin, A., Naftchali, J. S., & Pool, J. K. | This study finds that when the employees have a fair perception of organizational climate, it increases their citizenship behavior at work, and further OCB leads to higher organizational performance. |

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| 2014 | Nwibere, B. M. | The organizational commitment level of employees has a positive association with OCB. Individuals involved in the jobs are likely to be more satisfied and thus demonstrate OCB. |
| 2014 | Podsakoff N.P., Podsakoff P.M., Mackenzie S.B., Maynes T.D., Spoelma T.M. | The research summarises the extant literature in the area of OCB, particularly with respect to mediation and moderation in the area. A series of methodological recommendations for further research on unit level Organizational Citizenship Behavior consequences is highlighted. |
| 2014 | Cohen T.R., Panter A.T., Turan N., Morse L., Kim Y. | The differentiating features of high and low level moral characters of individuals were identified in this study. It used diary method and a cross sectional approach. The study shows that the individuals with high level of moral character tend to be understand and consider the needs and interests of their counterparts. They tend to be highly empathetic; regulate their behavior, possess emotionality and tend to socially value oriented. |
| 2014 | Harris T.B., Li N., Kirkman B.L. | The study finds that when the relational separation of leader management exchange is higher, the employees tend to be weaker in exhibiting their OCB as compared to otherwise. This study offers a significance perspective of leader management exchange and OCB. |
| 2013 | Mathumbu & Dodd | This study finds the nexus between support extended by the organization and the positive OCB among employees. Also, this study shows how work engagement and OCB are positively associated. |
| 2013 | Bolino M.C., Klotz A.C., Turnley W.H., Harvey J. | This paper takes a nuanced view of OCB in the organizations and explores the understanding on the situations and circumstances under which OCB does more harm than good. It explores the darker side of OCB among the employees. |
| 2013 | Bergeron D.M., Shipp A.J., Rosen B., Furst S.A. | The research finds that time spent on task performance is more important than OCB to determine the career outcomes. It was found that the time spent by employees on OCB does not lead to salary raises. In fact, the employees who spent more time on OCB had less salary raises as compared to the one who did not. |
| 2013 | Balliet D., Ferris D.L. | The study establishes that those employees who are less future outcome-oriented exhibit less prosocial behavior with the ones who get into ostracising them during their interactions. |
| 2013 | Rapp A.A., Bachrach D.G., Rapp T.L. | This study highlights the moderating effect of time management in the relationship between OCB and task performance. The study finds the curvilinear nature of relationship between the two by studying the task performance related metrics. |

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| 2012 | David Okurame | The significant variance was attributed to predicting OCB by career growth. "Civic Virtue; Sportsmanship and Conscientiousness" were impacted by career growth. |
| 2012 | NA Bowling, W Yang, & HYLl | This study found that employees with high core self-evaluation had a more robust job attitude- OCB relationship. |
| 2012 | Emami, M., Alizadeh, Z., Nazari, K., & Darvishi, S. | The paper highlights the need to assess the impact of control variables on OCB. |
| 2012 | Hafidz, S. W. M., Hoesni, S. M. & Fatimah, O. | The study reveals that employees might simultaneously be engaged in OCB and counterproductive work behavior. So this study emphasizes the need for making the employees indulge in OCB somewhat counterproductive work behavior. |
| 2012 | Shih Yung Chou & Pearson J.M. | This study highlights the positive association between OCB and job satisfaction. How the financial rewards add to the satisfaction level of employees compared to non-financial rewards is also highlighted in the study. |
| 2012 | Chiang C.-F., Hsieh T.-S. | This study highlights that Organizational Citizenship Behavior is highly impacted by positively perceived organisational support; performance at job and psychological empowerment of the employees. The study also finds that the job performance of the employees is not positively influenced by perceived organizational support whereas the job performance is positively impacted by psychological empowerment of employees and their OCB. |
| 2012 | Shin Y. | The study analyses the moderation effect of climate strength on OCB and ethical climate in the organization. |
| 2012 | Chen C.-Y., Yang C.-F. | The results show that values, attitudes, and behaviors of leaders have positive effects on calling of employees and facilitates the ground for OCB among employees, especially in terms of conscientiousness and altruism. |
| 2011 | Eatough E.M., Chang C.-H., Miloslavic S.A., Johnson R.E. | This study highlights that role conflict and role ambiguity negatively impact citizenship behavior. It is also found that role conflict has a negatively association with task performance. Moreover this study clearly demonstrates the mediation effect of job satisfaction in role stressors of OCB. |
| 2011 | Kacmar K.M., Bachrach D.G., Harris K.J., Zivnuska S. | Keeping Social Exchange theory as base, the study tests the association between ethical leadership and citizenship behavior. The data of 288 dyads indicate that the ethical leadership depends significantly on perception of politics. |
| 2011 | Avey J.B., Palanski M.E., Walumbwa F.O. | This study finds that the relationship between citizenship behavior and deviance is moderated by self-esteem of the followers. |
| 2010 | P.E.Spector & S.Fox | This study uses an emotion-centered framework to discuss situations leading from one behavior to another. |

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| 2010 | Nadiri H., Tanova C. | This study finds that the personal outcomes received by the employees significantly impact their intentions to leave and also have a significant impact on job satisfaction and OCB. The study highlights the key role of organizational justice in impacting the OCB and job satisfaction. |
| 2010 | Spector P.E., Bauer J.A., Fox S. | The study highlights that there is no significant association between counterproductive work behavior and citizenship behavior. There was also no significant association found between job satisfaction and job stress. |
| 2010 | Lin C.-P., Lyau N.-M., Tsai Y.-H., Chen W.-Y., Chiu C.-K. | The study highlights the positive influence of OCB on perceived ethical citizenship and ethical leadership. |
| 2010 | Norman S.M., Avey J.B., Nimmicht J.L., Pigeon N.G. | In this study, the organizational identity has been found to be moderating the employee deviance and psychological capital. |
| 2010 | Korsgaard M.A., Meglino B.M., Lester S.W., Jeong S.S. | It is found that the prosocial behavior of individuals higher in other orientation is more strongly influenced by the obligation to reciprocate and less affected by the expectation of reciprocity. |
| 2009 | Noor, A. | The study found that training opportunities, work-life policies, and workforce empowerment significantly affect organizational commitment. |
| 2008 | Ladebo, O. J. | The study supports that PCA is an essential determinant of career success. The relationship was empirically tested and found that career insight development fully mediates the relation between PCA and career success. |
| 2008 | De Vos & Soens | The study indicates that the relationship between perceived supervisory support and Organisational Citizenship behaviour is partially mediated by job satisfaction. |
| 2007 | Sargent, L. D., & Domberger, S. R. | This study claims that the employees with a protean career attitude possess two broad personal values, viz., they contribute to society and maintain a work-life balance. Employees who possess this kind of attitude often engage in critical re-evaluation. They interrogate the rationale behind their career attitude, which make them different from others. |
| 2006 | Briscoe J. P., Hall, D. T., & DeMuth, R. L. F. | The study suggests four scales for gaining an insight into protean and boundaryless careers. |
| 2004 | Hall, D. T. | The paper suggests examining the situation where individuals follow their "path with heart" with the intensity of a calling. |
| 2002 | Murphy, G., Athanasou, J., & King, N. | Job satisfaction has a significant association with OCB. Satisfaction may not be very evident in productivity but is reflected in employee involvement in the workplace. |

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| 1998 | Hall D.T.& Moss J.E. | The study discusses the changes in career contracts over some time by highlighting how the new career contract is helping the organisations and the employees adapt |
| 1995 | Dennis W. Organ and Ryan | The paper suggests that job attitudes are robust predictors of OCB. |

CHAPTER 3

DEVELOPMENT OF HYPOTHESES

This chapter discusses the development of hypotheses. The purpose is to give detailed explanations and reasons for the causal relationships between the variables.

3.1. Hypotheses development for the study

3.1.1. Employees' PCA, OCB, Perception toward OCM and Age

This section explains the development of hypotheses pertaining to employees' PCA, OCB, perception toward OCM and age.

Protean career attitude is observed where individuals follow their "path with heart" with the intensity of a calling (Hall, 2004). To interpret the position of employees on protean career continua, it is essential to understand the demographic and background characteristics of employees (Gerber *et al.*, (2009).

Briscoe *et al.* (2006) have shown a positive association between value-driven aspect of Protean attitude and age. They found that older employees are driven by society's values and are conducted and governed by a moral compass. However, another piece of research by Warr (2020) asserted that individuals become less adaptable as they age, which advocates the negative correlation between self-direction and age. Given that the researches highlight the conflicting views on age and protean career, the following hypothesis was posited.

H1. PCA among the employees does not vary significantly across the groups based on age.

There are multiple factors having bearing on the OCB among employees. Some of the factors are task characteristics; leadership behavior and attitude toward jobs (Podsakoff *et al.*, 2000). Many studies highlight the significant positive association between employees age and their OCB (Saleem *et al.*, 2017). It was also reported that older employees exhibited more OCB as compared to the younger counterpart. Another study by Mahnaz *et al.* (2013) indicated that OCB is affected by all demographic variable except ethnicity. However, some studies assert that there is no association between age and OCB (Francis, 2014). In contrast, Yung and Pearson (2011) showed that employee age has no bearing on OCB. They opined that older employees are more likely to exhibit OCB as compared to younger counterparts, and there is a less likelihood of engaging in counterproductive behavior (O'Driscoll *et al.*, 2015). Based on the arguments, it is posited that

H2. OCB among the employees does not vary significantly across different age groups.

The fixed career paths of traditional career management systems are losing their relevance in today's downsized and restructured organization (Souerwine, 1992; Walker, 1992). The change in assumption of employees with respect to their career is gaining momentum (Feldman, 1989; Hirsch, 1998). Employees no more want to spend their career in a single organization. Despite the efforts of organizations in terms of career management of employees, the efforts will be futile, if employees perceive the practices as unproductive. Thus, in this connection, there is a need to concentrate on employees' perception toward career management for employees. A study conducted by Crabtree (1999) highlights that there is no significant difference in perception of employees about the career management practices based on age. How do employees

perceive the Organizational Career Management and have their perceptions something do it with their age, led to the following hypothesis

H3. Perception of employees toward Organizational Career Management does not vary significantly across the groups based on age.

3.1.2. Employees' PCA, OCB, Perception toward OCM and Gender

The stereotypes of traditional gender role highlight that men are more self-reliant; decisive and aggressive by nature whereas females are submissive, confirmative, polite and shy. This indeed impacts their priorities at work (Grant & Ashford, 2008). But there are opposing views on this, which suggests that this difference nullifies as a consequence of early socialization experiences (Powell, 1990). Many researchers believe that PCA does not vary significantly across the groups based on gender (Hall, 2004). Briscoe *et al.* (2006) opined that there is no influence of gender on any of the dimensions of PCA. Some evidences show that women employees are more value-driven than their male counterparts. Mainiero & Sullivan (2005) suggested that females have a lower level of physical mobility (Sullivan & Arthur, 2006) due to several trepidations for striking a balance between their work and family and supporting their spouse's career (Forett *et al.*, 2010). The career of women is kaleidoscopic in nature. Due to the nature of responsibilities of both men and women in terms of commitments on professional and family sphere, and the changing nature of needs and aspirations, the value drive and self-directedness may be prominent. Therefore, the hypothesis posited is

H4. PCA among the employees does not vary significantly across the groups based on gender.

Primarily, the studies indicate that employees' behavior in terms of gender can be categorized on two dimensions: agentic and the communal (Bakan, 1966). Males are expected to demonstrate high level of agentic qualities including independence; assertiveness; instrumental competence, whereas women employees tend to exhibit more of communal qualities such as being friendly and being unselfish (Broverman *et al.*, 1972). Since the characteristics of women closely relate to good citizenship behavior, it seems reasonable to claim that women employees are likely to enact higher OCB as compared to their male counterparts. However, several researchers assert that even in the cases, when both gender employees receive the same performance rating and follow the same career path, they tend to receive different treatment in terms of the rewards they receive (Shore, 1992; Stroh *et al.*, 1992). Allen & Rush (2006) espoused that when they differ on the way they are rewarded, their citizenship behavior might also differ. Also, there is a possibility that when the male employees exhibit OCB, its valued more than their female counterparts. There are differing views and assertions in this connection like Zin Abadi (2009) claims a close association of gender with OCB. A study by Wanxian and Weiwu (2006) supports Zin Abadi (2009). According to them, women exhibit less OCB in comparison to men. One notable difference that emerged was that women had trust issues with men, and since women were skeptical of strange and unfamiliar things, they showed lesser OCB than males (Rezaian, 2006). Contrary to this, a range of studies also established that women employees exhibit more OCB than their male counterparts. Therefore, the following hypothesis is posited

H5. OCB among the employees does not significantly differ across the groups based on gender.

Gender differences in the organization arise due to the difference in responsibilities, degree of experience, and stress bearing ability that the genders encounter differently (Petrides & Furnham, 2006). Both the genders experience different roles both in their jobs and in life (Colley & Comber, 2003). The varied nature of employment and occupations make individuals look for their choices in terms of their careers (Yildis *et al.*, 2015) A considerable amount of research in this area has been theoretical rather than empirical or predictive in nature. According to Feldman (1989), substantial notions and beliefs about careers is still in its infancy stage. Researchers have so far, focused on the theoretical approaches to career management centric research (Savickas, 1997; Sonnenfeld, 1989; Hall & Seibert, 1992). Most of the researchers have focused on developing and implementing career management practices rather than on understanding the perception of employees toward such practices. The perception of employees may vary based on their demographics. Male and female employees can have differing views of the Organizational Career Management based on their personal priorities and nature of responsibilities at home. The organizations of today do whatever they can to reduce the disparity with respect to the career management and equalize the experiences of employees in their job irrespective of their gender. Thus, in view of this, the following hypothesis is proposed.

H6. Perception of employees toward Organizational Career Management does not vary significantly across the groups based on gender.

3.1.3. Employees' PCA, OCB, Perception toward OCM and Tenure of stay in the organization

Tenure of stay in the organization is a key indicator in determining one's career preferences. A study by Onay & Ataseven (2010) found that employees who have tenure of less than 1 year in the organization demonstrate proactivity in their personality whereas the employees with one to five years of tenure in the organization are more open to experiences and exhibit self-directedness, mobility, and boundaryless mindset. These are the characteristics of the protean careerists and therefore, the employees with higher tenure of stay are likely to exhibit more protean career attitude. A study by Nishanthi & Kailasapathy (2018) found that employees possessing protean career attitude are more prone to remain within the organization. It is seen that young employees exhibit more protean career attitude as compared to the older employees. It can be attributed to the changing nature of jobs and employees' preferences. They exhibit less self-directedness and value drive. This difference in the contentions led to the following hypothesis.

H7: PCA among the employees does not vary significantly across the groups based on the tenure of stay (in the present organization) of employees.

Tenure in the organization refers to the years of services rendered in the organization. A research by Katz (1964) suggests that one of the important behaviors for any organization to achieve its objective is to ensure that employees are induced into the system. Researches by Bateman & Organ (1983), Smith *et al.*, (1983), Tang & Ibrahim (1998) have found employee satisfaction, employee commitment, motivation, age and tenure to be the antecedents of OCB.

Salami (2008) espoused that age and tenure significantly impact the OCB. A study by Mohammad *et al.* (2010) further supported the significant association of tenure and Organizational Citizenship Behavior. An individual's overall work experience can lead to Organizational Citizenship Behavior owing to satisfaction in the organization. Turnipseed and Murkison (2000) and Salancik (1977) espoused that length of time in the organization is directly related to positive feelings toward one's employer and these feelings may result in some level of OCB. However, there are contradictions in terms of findings by Tella *et al.* (2007) who found no correlation between tenure and organizational commitment. To resolve this conflicting situation supporting the interlinkage between tenure and OCB, it is posited that

H8. OCB among the employees does not vary significantly across the groups based on the tenure of stay (in the present organization) of employees.

Verbruggen *et al.* (2017) expounded that employees' need for external counselling, may decrease as a result of OCM practices followed by the organizations. As employees' work experience increases, their career satisfaction increases and their intention to quit decreases (Singh, 2018). Though there are several pieces of research highlighting the essence of work experience and OCM, yet the research testing if perception toward OCM varies across the groups based on the tenure of their stay in the organization needs significant attention. Given that employees' commitment and attachment toward their organization increase as a result of their length of stay in the organization, it is likely that their perception toward OCM practices may differ based on their tenure of stay.

Therefore, the following hypothesis is posited.

H9. Perception of employees toward Organizational Career Management does not vary significantly across the groups based on the tenure of stay (in the present organization) of employees.

3.1.4. Employees' PCA, OCB, Perception toward OCM and their Work Experience

Gerber *et al.* (2009) found that those employees employed in full-time employment produce more PCA than those working in a part-time capacity. PCA is a positive attitude observed by the employees toward frequent organizational changes and commitment to oneself rather than the employer. Given that the employees who are more exposed to working and possess higher experience tend to show more protean attitude, leading to the following hypotheses:

H10. PCA among the employees does not vary significantly across the groups based on the experience of employees.

To understand the dynamics of OCB, the understanding of work experience is important. Work experience refers to the overall length of time in a certain occupation. Kegans *et al.* (2012) assert that work experience can influence different individuals differently. They state that individuals with longer work experience value their jobs more and thus, OCB comes into play with work- value congruence. It was further reinstated by Kumar and Giri (2009) that more work experience tends to raise the commitment of an individual toward the organization to a large extent. This was consistent with the findings of Feng and Tsai (2012) which state that learning by doing

helps the new incumbents transition from the overwhelming state to becoming an insider. Work experience of the employees positively impact their satisfaction at work (Sturman, 2003). Tesluk and Jacobs (1998) developed an integrated model to demonstrate how work experience increases job performance and can further lead to higher OCB. The model describes the instantaneous outcomes of experience including skill; work motivation and attitudes at work. The individual with longer experience is likely to enact OCB. Waxian and Weiwu (2006) assert that more work experience of the employees in the organization positively impacts their performance at work. In their findings, employees under 25 years of age demonstrated the lowest OCB. Thus, age and experience have a significant role to play in OCB as it is seen that the employees under 25 years of age exhibit the lowest level of OCB. Therefore, the following hypothesis is posited

H11. OCB among the employees does not vary significantly across the groups based on the experience of employees

Increasing job flexibility and disjointedness in the unsaid employment contracts have emanated new concerns for both the scholars and practitioners involved in understanding the essence of individual psychological contracts and their effects (Guest, 2004). Traditional employment contracts and relationships that were compensated by job security and steadiness, are now superseded by the relationships wherein employees perform only if career management and development initiatives are taken care of (Arthur, 1994). The new literature suggests that employees' mobility patterns are becoming too diverse with the focus of employees engaging in lateral job change and flexibility in career (Lyons, 2005). Verbruggen *et al.* (2017) espoused that

employees' need for external counselling decreases as a result of OCM practices followed by the organizations for the employees. As employees' work experience increases, their career satisfaction increases and their intention to quit decreases (Singh, 2018). The study also highlighted the moderation effect of experience in the relationship between career management and career satisfaction.

However, the increase in work experience might trigger an individual to perceive OCM not that positively because of familiarity with such practices. With the increase in employees' experience, their perception toward OCM may get affirmed over a period of time. Thus, there is a case to posit that

H12. Perception of employees toward Organizational Career Management does not vary significantly across the groups based on employees' experience.

3.1.5. Impact of PCA on Organization Citizenship Behavior

PCA is often characterized by self-direction and a value driven approach. Self-direction refers to the extent to which an individual takes his/ her career's control in a strategic manner (Briscoe & Hall, 2006; Mirvis & Hall, 1996). Grant and Ashford (2008) espouse that employees with such traits are very well aware of their achievements and also are concerned with organizational preferences and priorities. Several studies espouse that the model of protean career indicate the declining commitment of employees toward the organization, but there is no sufficient research on the subject so far (Zaleska & de Menezes, 2007). Also, Gubler *et al.* (2014) and Rowe (2013) point toward lack of sufficient research in finding the relationship between the two.

As OCB is the most important antecedent of loyalty, performance, and employee turnover, this relationship will help us gauge the behavioral outcomes of different career

attitudes (Shore & Wayne, 1993; Mathieu & Zajac, 1990; Mowday *et al.* 1982; Meyer *et al.*, 1989). The need to understand the behavioral consequences of career attitude led to the following hypothesis.

H13. PCA has a positive impact on OCB.

3.1.6. Mediating role of OCM in PCA-OCB relationship

Today's employees derive satisfaction and benefit from the goals set for themselves (Weng *et al.*, 2010). Career goal influences the level of psychological well being of individuals (Rahim & Sita-Rohaida, 2015). Kaminsky and Behrend (2015) examined the extent to which calling affected the career attitude of employees. Understanding the "calling" of employees has called for organizations to rethink career management for their employees. A study by Holtschlag *et al.* (2020) demonstrated the indirect effect of career orientation to bring down the turnover intent of employees in the presence of appropriate OCM. The study, among others, sets the tone for positing that the employees with the protean career attitude will make the organizations rethink the career management of employees as Organizational Career Management develops the OCB among employees (Kong *et al.*, 2012)

Career management is viewed as a necessary form of perceived organizational support. Rhoades and Eisenberger (2002) further highlight that perceived organizational support is positively associated with job performance and negatively related to employee withdrawal behaviors like turnover and absenteeism. A study conducted on "Greater Amman Municipality" employees found that OCM significantly impacts OCB. The study further asserts that when organizations meet the expectation of their employees, employees' commitment level enhances. The change in the mindset of the employees

in the form of new career calling, is a wakeup call for the organizations to focus on their career management. Studies highlight that there is a positive association between Organizational Career Management and OCB (Jehanzeb, 2020). Substantial evidence suggests a link between career management and essential work outcomes (Schnake *et al.*, 2007; Chepkemoi, 2021).

Lee *et al.* (2014) came up with a model by integrating the social cognitive model with well-being. Organizations are shifting their focus toward career management of employees to enhance the satisfaction among employees. The role of career management has been conclusively proved to generate positive outcomes (Setyaningrum *et al.*, 2021). It is evident from the studies that individuals who have a more robust vision in terms of attainment during their career are likely to be more successful in their career (De Vos & Soens, 2008). A study by Chepkemoi (2021) further highlighted the role of a career in enhancing OCB. Therefore, if this consideration is held by the organization and sound Organizational Career Management practices are employed for the employees, they are likely to go beyond the call of duty and exhibit Organizational Citizenship Behavior. Based on this argument, the following hypothesis is posited

H14. The relationship between PCA and OCB is mediated by Organizational Career Management.

3.1.7. Moderation effect of Age, Gender, Experience, and Tenure in PCA-OCB relationship

Research shows a significant association between demographic variables and citizenship behavior. Sayili (2020) shed some light on investment in the agent-principal

framework. Moreover, the literature shows the link between career attitude and demographic variables. Briscoe *et al.* (2006) highlighted that there is no effect of gender on any PCA dimensions. While, Mainiero & Sullivan (2005) suggest that females have a lower level of physical mobility (Sullivan & Arthur, 2006) due to several trepidations for striking a balance between their work and family and supporting the career of their spouses (Forret *et al.*, 2010).

As highlighted by authors in the literature review, there is a dearth of research focusing on studying the moderation effect of demographic variables.

The gender differences are experienced in responsibilities, degree of experience, and stress-bearing ability that the genders encounter differently (Petrides & Furnham, 2006). Both the genders experience different roles both in their jobs and in life (Colley & Comber, 2003). The varied nature of employment and occupations make individuals look for their choices in terms of their careers (Yildis *et al.*, 2015). The priorities are subjected to one's gender. Thus, to gauge the effect of gender in PCA-OCB relationship, the following hypothesis is posited.

H15. The relationship between PCA and OCB is significantly moderated by gender.

Behavior is considered to be outcome of 'personality- situation' interaction, as stated in interactionist perspective (Diener *et al.*, 1984). In this study, the interaction effect of career attitude and age is extended on OCB of the employees. The social exchange theory (Cropanzano & Mitchell, 2005) and principle of reciprocity (Cialdini, 2001) posits the positive association between attitude and OCB of employees. The rule of reciprocity holds that the employees who possess favorable attitude toward their jobs intend to reciprocate by paying back to the organization. Given that young employees

possess protean career attitude and protean careerists engage in OCB, it is assumed that age moderates the relationship between PCA and OCB. Therefore, the following hypothesis is posited.

H16. The relationship between PCA and OCB is significantly moderated by age.

Given that employees with protean career orientation are self-driven, exhibit high level of boundaryless mindset (Onay & Ataseven (2010) and are prone to leaving the organization (Nishanthi & Kailasapathy, 2018) because of some degree of comfort due to proactive disposition unconstrained by situational forces (Crant, 2000), it is likely that such employees engage in Organizational Citizenship Behavior. Previous research shows that as the length of service in the organization increases, the OCB also increases. Since the length of service has a close association with the OCB, it is assumed that relationship between PCA and OCB is moderated by tenure of stay in the organization. Therefore, it is posited that

H17. The relationship between PCA and OCB is significantly moderated by tenure of stay.

Employees expect the organisations to meet certain obligations. The organizational non-compliance to meet the obligations stated for the employees represents a breach to the employees, which further lessens their feeling to engage in OCB (Shapiro & Kessler, 2000). However, the obligations are reciprocated in terms of OCB by the employees if they are provided a conducive and congenial environment to function and work in the organisation. Given that the work experience is an antecedent of OCB

(Singh, 2018), it is assumed that the relationship between PCA and OCB is impacted by experience.

Therefore, the following hypothesis is posited.

H18. The relationship between PCA and OCB is significantly moderated by experience.

CHAPTER 4

RESEARCH METHODOLOGY

This chapter discusses the framework of the research study. It describes the characteristics of the sample and the methodology used to examine the stated relationships in the study. The study's objective was to find the effect of PCA on OCB. The research design for the study is descriptive. This chapter discusses the sample's descriptive statistics under consideration. The measures of OCB and PCA are stated and defined. Finally, the chapter presents the variables used in the study and the scales used to measure the constructs.

4.1. Sampling Framework, Data Collection, Tools, and Techniques

4.1.1. Sample Universe

The sample universe included the middle-level managers from the sectors of Information Technology (IT), consultancy services, banking, financial services, and telecommunication services in India, which follow career management practices. The purpose is not to study the brick and mortar kind of organizations that are sluggish in career management practices compared to IT, consultancy services, banking, financial services, and telecommunication services. It is because of high growth and turnover of employees, these are considered.

4.1.2. Sample Unit

The unit of study is middle-level managers of organizations in the IT sector, consultancy services, financial services, and telecommunication services in India. Respondents considered for the study were strictly middle-level managers. They were

deemed appropriate for the study as they are the ones most affected by the career management practices of the organizations.

Because of the skewed nature of the organizational hierarchy, top positions are available to only a few. Therefore, the propensity to prove fit for a higher position creates a competitive situation that intensifies protean behavior. Thus, to study the problem, we must focus on knowledge workers primarily in service organizations instead of brick and mortar organizations. After applying this filter, Information Technology, consultancy services, banking, financial services, and telecommunication services in India were considered.

4.1.3. Sampling Technique

Convenience sampling was used to collect the data. This method is considered appropriate when the locus of study is on sensitive issues and requires insiders' knowledge to locate the respondents for the study (Biernacki & Waldorf, 1981). The research focus also satisfies this criterion. Moreover, the previous studies have also used this sampling method. The organizations were identified in the universe.

Multiple sources like personal contacts, visits and references were used to choose the respondents. The HR managers of the organizations were contacted since their support was solicited to obtain the contact details for online data collection. It is through their good offices that the employees' contact details were obtained. Moreover, the respondents were also were asked to refer to the other middle managers, who could qualify the criterion set.

The percentage-wise distribution of respondents by the industry is presented Table 4.1.3.1.

Table 4.1.3.1: Percentage-wise distribution of respondents by industry

| Industry | No. of valid responses | Percentage of respondents |
|----------------------------|------------------------|---------------------------|
| Consultancy | 53 | 18 |
| Financial services | 61 | 20 |
| Banking | 22 | 7 |
| IT | 122 | 40 |
| Telecommunication services | 47 | 15 |
| Total | 305 | 100 |

From February 2019 to March 2020, the questionnaires using google forms were circulated among 1000 middle-level managers, and 350 responded positively.

It is to be noted that the period was marred by the deadly outbreak of novel Coronavirus-19, leading to disruption of everyday life, heralding work from home culture, and long shutdown spells that impelled convenience sampling, when physically moving from organization to organization was not possible to canvas the questionnaire. From a total of 350 responses, 305 usable responses were included in the study. The overall response rate was 35%, valid response rate was 30.5%. This is above the accepted rate (20%) for positively administering the survey, as suggested by Malhotra & Grover (1998). The respondents were conveyed the objectives to make sure that they knew the objectives of the study and had a clear-cut view of the data collection purpose (opening paragraph of Appendix no. II).

4.1.4. Sample size determination

As espoused by Israeli (1992), the confidence level, sampling error, or level of precision and variability in the attributes measured, need to be specified to determine the sample size. This research determined the sample size using the proportion method.

Formula for sample size determination

$$N = \frac{Z^2 * p * (1-p)}{m^2}$$

$$e^2$$

Here, N = sample size for the population

p = population proportion (assumed to be .5)

It is assumed as .5 as the range of p (1-0) is 0 to 1. The value of p that maximizes p (1-p) is p=.5. Consequently, if there is no information to approximate p, then p=.5 is used to generate the most conservative or the largest sample size (Adcock, 1997).

m = Margin of error

Z is based on the confidence level (90% in this case)

$$(90\% = 1.65)$$

Margin of error in this case = .5

Therefore,

$$N = \frac{Z^2 * p * (1-p)}{m^2}$$

$$e^2$$

$$= \frac{1.65^2 * .5 * (1-.5)}{.05^2}$$

$$.05 * .05$$

$$= 272$$

Therefore the sample size chosen was 272

Motivation Questionnaire: 305 questionnaires were administered to the employees.

4.1.5. Participants

The study was undertaken using the sample size of 305 employees working across different service-based organizations in India, at the middle-level position in the organizations. The organizations were a mix of consultancy services, IT services, banking, financial services, and telecommunication service providers in India. Middle-level managers are considered appropriate for the study as they are most affected by career practices. The research objectives were conveyed to the respondents to ensure that they knew the study's objectives and had a clear-cut view of the data collection purpose. The study is empirical, and the data is collected from primary sources.

The univariate statistics for sample characteristics are presented in Table 4.1.5.1. The demographic variables considered for the present study are age, gender, tenure of stay in the organization, and total experience. The age was grouped into four different categories. Since gender has been taken as a dichotomous variable, males were coded as one and females as two. Tenure here means tenure of stay in the organization, categorized into four parts. 38% of the employees were with the organization for less than one year (coded as 1). 16.7% of the employees were with the organization for one-two years (coded as 2). 26.9% of the employees were with the organization for two-five years (coded as 3). 18.4% of the employees were with the organization for more than five years (coded as 4). Total experience of employees ranged from less than 5 years to more than ten years. 53.4% of employees had less than five years of experience (coded as 1), 29.5% had the experience of five-ten years (coded as 2), and 17% had more than ten years of experience.

Table 4.1.5.1: Univariate statistics of the sample under study

| Variable | Description | Minimum | Maximum | Mean | Std. Deviation |
|------------------|--|---------|---------|------|----------------|
| Age | 71.1% between 20-30 years (coded as 1) , 21.3% between 30-40 years (coded as 2) , 4.6% between 40-50 (coded as 3) years, and 2.9% above 50 years (coded as 4) | 1 | 4 | 1.38 | .699 |
| Tenure | 38% with less than one year (coded as 1) , 16.7%with one-two year (coded as 2) , 26.9% with two-five years (coded as 3) , and 18.4% with more than five years (coded as 4) | 1 | 4 | 2.22 | 1.134 |
| Gender | 65.9% male (coded as 1) and 34.1) % females (coded as 2) | 1 | 2 | 1.34 | .474 |
| Total Experience | 53.4% with less than five years (coded as 1) , 29.5% with five-ten years (coded as 2) ,17% with more than ten years (coded as 3) | 1 | 3 | 1.62 | .746 |

4.2. Demographics of the sample

The demographics of the sample are presented in the tables 4.1.5.2

4.2.1. Age

Table 4.1.5.2 shows the population's demographic characteristics for the age of employees. The total number of employees was 305. In the total sample, 71.1% of employees were in the age group of 20-30 years, 21.3% were in the age group of 30-40 years, 4.6% of employees were between 40-50 years of age, and only 2.9% employees were above 50 years of age.

Table 4.1.5.2: Demographics of the sample for age

| | | Respondents | % of responses | Valid% | Cumulative % |
|-------|--------------|-------------|----------------|--------|--------------|
| Age | 20-30 years | 217 | 71.1 | 71.4 | 71.4 |
| | 30-40 years | 65 | 21.3 | 21.4 | 92.8 |
| | 40-50 years | 14 | 4.6 | 4.6 | 97.4 |
| | 50 and above | 9 | 2.9 | 2.9 | 100.0 |
| | Total | 305 | 100 | 100.0 | |
| Total | | 305 | 100.0 | | |

4.2.2. Gender

4.1.5.3 shows the population's demographic characteristics for the gender of employees. The total number of employees was 305. In the sample, 65.9% of employees were males, and 34.1% of employees were female

Table 4.1.5.3: Gender distribution of the respondents

| | | Respondents | % of responses | Valid% | Cumulative % |
|-------|--------|-------------|----------------|--------|--------------|
| Valid | Male | 201 | 65.9 | 66.1 | 66.1 |
| | Female | 104 | 34.1 | 33.9 | 100.0 |
| | Total | 305 | 100 | 100.0 | |
| Total | | 305 | 100.0 | | |

4.2.3. Tenure of stay in the organization

Table 4.1.5.4. shows the population's demographic characteristics concerning the tenure of stay of the employees in the organization. The total number of employees was 305. In the sample, 38.0 % of employees were with the present organization for less

than one year, 16.7% of employees were there for one-two year, 26.9% for two-five years, and 18.4% for more than five years.

Table 4.1.5.4: Demographics of the sample concerning Tenure of stay in the present organization

| | | Respondents | % of responses | Valid% | Cumulative % |
|-------|----------------------|-------------|----------------|--------|--------------|
| Valid | Less than one year | 116 | 38.0 | 38.8 | 38.8 |
| | One-two years | 51 | 16.7 | 17.1 | 55.9 |
| | Two-five years | 82 | 26.9 | 27.4 | 83.3 |
| | More than five years | 56 | 18.4 | 18.7 | 100.0 |
| | Total | 305 | 100 | 100.0 | |
| Total | | 305 | 100.0 | | |

4.2.4. Work experience of employees

Table 4.1.5.5 shows the population's demographic characteristics concerning total experience in years. The total number of employees was 305. In the sample, 53.4 % of employees had less than five years of experience, 29.5 % had five-ten years of experience, and 17.9% had more than ten years of experience.

Table 4.1.5.5: Demographics of the sample concerning the Total experience of employees

| Total Experience | | | | | |
|------------------|----------------------|-------------|----------------|--------|--------------|
| | | Respondents | % of responses | Valid% | Cumulative % |
| Valid | Less than five years | 163 | 53.4 | 54.2 | 54.2 |
| | Five-Ten years | 90 | 29.5 | 29.9 | 84.1 |
| | Ten years and above | 52 | 17 | 17.9 | 100.0 |
| | Total | 305 | 98.7 | 100.0 | |
| Total | | 305 | 100.0 | | |

4.3. Pilot Study

A pilot study was conducted on 75 employees. For this study, the questionnaire was canvassed among the employees. Seventy-five responses were collected during the pilot testing phase. The respondents experienced no response difficulty in responding to the questions.

The questionnaire covered three aspects, viz. protean career attitude, OCB, and Organizational Career Management. A Likert scale of 5 points was used to elicit the employees' responses. The responses were then recorded in SPSS, and then a reliability analysis was carried out to test the internal consistency.

Internal consistency assesses the continuity of the responses across the items within a measurement scale (Kline, 2005). Cronbach's alpha remains the primary method to evaluate scale reliability (Cortina, 1993). A lower value of Cronbach's alpha coefficient explains that variables may be too diverse, thus providing poor results in presenting the measure (i.e., the construct) (Santos, 1999). As a rule of thumb, Cronbach's alpha score of value more than 0.70 is considered to be acceptable (Hair *et al.*, 2010; Santos, 1999; Pallant, 2007; Bryman & Cramer, 2005). In addition, Cronbach's alpha value of 0.60 is also accepted in the case of exploratory research (Bagozzi & Yi, 1988).

In this research, Cronbach's alpha was used as a measure to assess the internal consistencies. The Cronbach's alpha score came out to be more than 0.7 for the questionnaires, and thus it was inferred that the scale was internally consistent and could be used for conducting the study (Hair *et al.*, 2010).

4.4. Research Instrument

The study uses the questionnaire developed by Briscoe and Hall (2006) for protean career attitude and Podsakoff's 24-item scale based on Organ's five dimensions of Organizational Citizenship Behavior.

The questionnaire aimed at gauging the nature of employees' career attitudes (PCA). The inventory by Briscoe and Hall was used to understand the PCA of employees. Hall and Briscoe (2006) define a tool to understand the various factors of PCA. Sample items from the value-driven dimension include: "I navigate my career, based on my priorities, instead of my employer's priorities."

"It does not matter much to me how other people evaluate my choices in my career." Sample items from the self-directed dimension include: "When my company has not offered developmental opportunities, I have sought them out on my own" and "I am responsible for my success or failure in my career." The inventory used a 5-point Likert scale.

The questionnaire also covers understanding the level of OCB among the employees. A 24-item scale proposed by Podsakoff (2000) was employed to understand employees' OCB levels. This scale is based on Organ's work on OCB. The questionnaire covers a spectrum of five dimensions of OCB, viz. altruism, organizational sportsmanship, courteousness; conscientiousness; and civic virtue. All the dimensions comprised five items except for civic virtue (4 items). The scale shows high scores for employees with higher OCB compared to low scores for the employees who exhibited low OCB. A total of five items (2, 7, 12, 17, 22) in the inventory were keyed negatively to reduce the predictability and avoid biases in filling the questionnaire.

4.4.1 Independent Variables for the study

Over the years, a new form of career has emerged known as the protean career. PCA is used as an independent variable in the study. A scale by John Briscoe and Hall (2006) has focused on two factors of PCA, viz. self-directed career and value-driven career. The scale comprised 14 items on a 5-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = to agree, and 5 = strongly agree. The instrumentation for the PCA is listed dimension-wise and item-wise. The scale captured the responses of employees concerning the PCA. The first dimension of PCA is a self-directed career comprising seven items. The second dimension of PCA is a value-driven career comprising the 5 items.

4.4.1.1. Instrumentation for Independent Variable

The instrumentation used for measuring PCA is presented in Table 4.4a.

Table 4.4 a: Dimensions of PCA and the items used for measuring PCA

| Dimension | Item |
|---------------------------|---|
| Self-direction(PS) | "When development opportunities have not been offered by my company, I have sought them out on my own." |
| | "I am responsible for my success or failure in my career." |
| | "Overall, I have a very independent, self-directed career." |
| | "Freedom to choose my career path is one of my most important values." |
| | "I am in charge of my career." |
| | "Ultimately, I depend upon myself to move my career forward." |
| | "Where my career is concerned, I am very much "my person." |
| Value-driven(PV) | "I navigate my career based on my priorities, as opposed to my employer's priorities." |
| | "It does not matter much to me how other people evaluate the choices I make in my career." |
| | "I will follow my conscience if my company asks me to do something that goes against my values." |
| | "What I think about what is right in my career is more important than what my company thinks." |
| | "In the past, I have sided with my values when the company has asked me to do something I do not agree with." |

Table 4.4 b: PCA dimensions- descriptive statistics

| Variable | Description | Min. | Max | Mean | S.D. |
|---------------------------|--|------|-----|-------|-------|
| Self-directed career (PS) | 7items additive index, Cronbach alpha=.78 | 7 | 35 | 28.75 | 4.454 |
| Value-driven career (PV) | 5 items additive index, Cronbach alpha=.83 | 5 | 25 | 18.72 | 3.468 |

Table 4.4b shows the dimensions of PCA with the description of each dimension. There are two dimensions of PCA ,viz. self-directed career and value-driven career. For a self-directed career, 7-item additive index was used. Each item was measured on 5 points. The mean score of self-directed growth is 28.75, with a standard deviation of 4.454. For a value-driven career, five items additive index was used. Each item was measured on 5 points. The mean score of self-directed growth is 18.72, with a standard deviation of 3.468

4.4.2 Dependent variables used for the study

OCB is the dependent variable used for the study. Various authors have measured OCB in different ways, and various scales are used in different studies to measure OCB. Smith, Organ, and Near in the year 1983, developed a questionnaire for measuring the OCB, and since then, the same has been adopted by various researchers in their studies. The study by Smith *et al.* (1983) used the scale to conduct the study on two banks and had a sample of 422 employees and managers, on whom the semi-structured interviews were conducted to understand the discretionary behavior exhibited by the employees, which is beyond their call of duty. The scale was used after adaptations in different settings of different countries by various researchers. Lambert and Hogan (2013) used

eight items from Smith *et al.*'s (1983) study. The inventory by Podsakoff (2000) is used for measuring OCB in this study. It is a 24-item scale captured on 5-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = to agree, and 5 = strongly agree.

Table 4.4.2.1 Instrumentation for Organizational Citizenship Behavior

| |
|--|
| 1. "I am always eager to help those burdened with a heavy load of work." |
| 2. "I am the classic "squeaky wheel" that always needs greasing." ** |
| 3. "I believe in giving an honest day's work for an honest day's pay." |
| 4. "I consume much time complaining about trivial matters." |
| 5. "I try to avoid creating problems for co-workers." |
| 6. "I keep abreast of changes in the organization." |
| 7. "I tend to make mountains out of molehills." ** |
| 8. "I consider the impact of my actions on co-workers." |
| 9. "I attend meetings that are not mandatory but are considered necessary." |
| 10. "I am always ready to lend a helping hand to those around me." |
| 11. "I attend functions that are not required but help the company image." |
| 12. "I read and keep up with organization announcements, memos, and so on."*** |
| 13. "I help others who have been absent. " |
| 14. "I do not abuse the rights of others. " |
| 15. "I willingly help others who have work-related problems." |
| 16. "I always focus on what is wrong rather than the positive side." |
| 17. "I take steps to try to prevent problems with other workers." ** |
| 18. "My attendance at work is above the norm." |
| 19. "I always find fault with what the organization is doing." |
| 20. "I am mindful of how my behavior affects other people's jobs." |
| 21. "I do not take extra breaks." |
| 22. "I obey company rules and regulations even when no one is watching"*** |
| 23. "I help orient new people even though it is not required." |
| 24. "I am one of the most conscientious employees." |

In the present study, five dimensions of OCB are used. It includes altruism, sportsmanship, conscientiousness, civic virtue, and courtesy. A 24-item scale proposed

by Podsakoff (2000) was used to capture the responses. The scale was developed based on Organ's work on OCB. The questionnaire covers a spectrum of five dimensions of OCB, viz. altruism, organizational sportsmanship, courteousness, conscientiousness, and civic virtue. All the dimensions comprised five items except for civic virtue (4 items). The scale shows high scores for employees with higher OCB compared to low scores for the employees who exhibited low OCB. A total of five items (2, 7, 12, 17, 22) in the inventory were keyed negatively to reduce the predictability and avoid biases in filling the questionnaire. The reverse coded items have been marked with an asterisk (**). All the negatively keyed items were later reverse coded.

4.5. Descriptive Statistics of Variables with Cronbach Alpha Score

Table 4.5.1. presents the list of dependent variables used in the study and the descriptive statistics of each variable in terms of several items in the index to measure the variable. Altruism is a dimension measured with the help of 5 items. The Cronbach alpha score of Altruism is 0.88. The sportsmanship index also comprises five items and the Cronbach alpha value for the same is 0.74. Conscientiousness is a dimension measured using five items. The Cronbach alpha for conscientiousness is 0.86. Civic virtue is measured using four statements, and the Cronbach alpha value is 0.78. Courteousness is measured using five statements, and the Cronbach alpha value is 0.71.

Table 4.5.1: OCB dimensions-descriptive statistics

| Variable | Description | Min. | Max | Mean | S.D. |
|------------------------|--|------|-----|-------|-------|
| Altruism (OA) | 5 items additive index, Cronbach alpha=.88 | 5 | 25 | 19.80 | 2.856 |
| Sportsmanship (OS) | 5 items additive index, Cronbach alpha=.74 | 5 | 25 | 15.80 | 4.253 |
| Conscientiousness (OC) | 5 items additive index, Cronbach alpha=.86 | 5 | 25 | 20.30 | 3.117 |

| | | | | | |
|---------------------|---|---|----|-------|-------|
| Civic Virtue (OV) | 4 items additive index, Cronbach alpha=.78 | 4 | 20 | 15.61 | 2.625 |
| Courteousness (OCU) | 5 items additive index, Cronbach alpha=.71 | 5 | 25 | 20.43 | 2.892 |

4.6. Scheme of Study

The study is broadly divided into three sections. The first part deals with obtaining the nature of employees' career attitudes (PCA). To determine the same, the inventory by Briscoe and Hall was used. Hall and Briscoe (2005) came up with a tool to assess the various factors of PCA.

The second section deals with understanding the level of OCB among the employees. The 24-item scale proposed by Podsakoff (2000) was used to evaluate this measure. The scale was developed based on Organ's work on OCB. The questionnaire covers a spectrum of five dimensions of OCB viz—altruism, organization, sportsmanship, courteousness, conscientiousness, and civic virtue.

The third section explores the impact of PCA on OCB. Further, the mediation effect of OCM in the relationship between protean career attitude and OCB was studied. Moreover, the moderation effect of demographics variables (age, gender, tenure of stay, experience) is examined.

Structural Equation Modeling (SEM) was used to find the mediating effect of OCM in the relationship between protean career attitude and Organizational Citizenship Behavior. To find if there is a significant difference in the PCA, OCB, and Organizational Career Management among employees across the age groups, gender, experience, and tenure of stay, a One-way Analysis of Variance (ANOVA) was used. To find the moderating role of demographic variables in the PCA and OCB relationship,

moderator analysis was done using AMOS Structural Equation Modelling. Mediation analysis was performed to find the mediating role of Organizational Career Management in the relationship between PCA and OCB. The scale used in the study is based on the definition of protean career attitude and researchers' classification of various dimensions of Organizational Citizenship Behavior. Model predictability was tested using Confirmatory Factor Analysis. The structural model was worked on after checking the indices like GFI, NFI, among the four others.

4.7. Analysis Tools

4.7.1 Analysis of Variance

Analysis of Variance (ANOVA) is a statistical tool developed by R. A. Fisher that is used for analyzing the difference between group means and their associated process.

4.7.2 Correlation Analysis

Correlation Analysis is a statistical tool used for measuring the relationship between two variables. This analysis aims to find the relationship between two variables, which further forms the basis for ascertaining if the change in one variable leads to a change in another variable. The correlation between two variables is represented by r . The value of r should be between $+1$ and -1 . If it happens to be zero, there is no relationship between the variables. To check if there is any relationship between the two variables, one must check the significance level and p -value.

4.7.3. Regression Analysis

Regression Analysis predicts the value of the dependent variable based on independent variables/ variables. In regression, a relationship model is first hypothesized, and then the equation may be used for predicting the dependent variable based on the independent variable/variables.

4.7.4. Structural Equation Modelling

It is a multivariate analysis technique and combines factor analysis and multiple linear regression. To measure the relationship between variables and factors, this technique is used. Several relationships can be tested and analyzed using this technique. The first step in the process is to check the model fit. If the model fits, only then one can proceed with Structural Path Analysis. Structural Equation Modelling can also be called causal modelling —the two types of analysis, viz. Confirmatory Factor Analysis and regression have been discussed. In the first step toward Confirmatory Factor Analysis, the model fit is tested. The measurement model is first prepared, and then Structural Path Analysis follows. The assumptions of SEM are

1. Multivariate Normal Distribution: The data has to be normally distributed. The maximum likelihood indicator is used.
2. There has to be a linear relationship between independent and dependent variables.
3. There should not be outliers in the data. The significance of the model is affected by outliers
4. Non-spurious relationship
5. There has to be a cause-and-effect relationship between the variables used in the study.
6. As a thumb rule, the sample size should be 10 to 20 times as many cases as variables.
7. Error terms are assumed to be not correlated with the error term of another variable.
8. The data has to be interval data.

4.7.4.1. Steps involved in the process of Structural Equation Modelling

Step 1: The constructs are first defined theoretically. Then Confirmatory Factor Analysis is done on the constructs so defined as a measure of confirmation that the measurement model is worth proceeding further.

Step 2: In the second step, the overall measurement model is developed. Path Analysis is conducted.

Step 3: In the third step, one specifies the model and studies to minimize the likelihood of identification problem.

Step 4: In the fourth step, the measurement model's validity is checked with incremental goodness of fits like CFI, GFI, and bad fit indexes like RMR, RMSEA, and SMR.

Step 5: Structural model is then specified and examined, and its validity is further checked.

4.7.5. Reflective and Formative models

For construct measurement models, there are different approaches used as proposed by Hair *et al.* (2016) and Sastedt *et al.* (2016). The first approach is known as Reflective approach (Fornell & Bookstein, 1982) and the second approach is called as Formative approach (Fornell & Bookstein, 1982).

4.7.5.1. Reflective Approach

Reflective measures are caused by latent construct. In this approach, arrows are pointing from the variable to its respective indicators. It explains that in case of a change in the latent variable, all items of that latent variable should also change in the similar direction (Fornell & Bookstein, 1982).

4.7.5.2. Formative Approach

This approach is just the opposite of reflective approach. In this approach, every item has a separate meaning and removing a single item may amount to changes in the nature of the construct formed. These measures are not correlated with each other.

This study uses both the models. Formative approach is used for forming the constructs (PS1 through PS7 to form PS; PV 1 through PV5 to form PV; OA1 through OA 5 to form OA; OS1 through OS5 to form OS; OV1 through OV4 to form OV; OCU1 through OCU4 to form OCU; OC1 through OC5 to form OC; PS and PV to form PCA; OCB (formed by OA; OS; OCU; OV; OC) and reflective approach is used for determining the impact of PCA on OCB.

4.7.6. Confirmatory Factor Analysis

4.7.6.1. Model testing

For testing the hypotheses, a two-step approach was followed. Anderson and Gerbing (1988) suggested that the measurement model be checked first, and then the structural model may be followed. 6 indices of the Goodness of Fit were used for assessing the fit. CMIN/DF (≤ 3), CFI ($\geq .90$), RMSEA ($< .05$), Goodness of Fit Index (GFI ($\geq .9$)) and AGFI ($> .85$) (Hair *et al.*, 2010). If the indices are very well within acceptable ranges, the model fits well with the data collected.

4.7.6.2. Path analysis

After conducting the model testing, the next step is to do Path Analysis. Path Analysis is used to assess the causal models by examining the relationship between dependent and independent variables. A structural model is developed based on the literature review, and the relationship between independent and dependent variables is examined.

4.7.7. Common Method Bias (CMB)

CMB refers to a bias in the dataset due to something external to the measures. A study with significant common method bias is one in which the majority of the variance is explained by a single factor (Gaskin, 2012). Common Method Bias (CMB) was used to check for the model using Harman's single factor method (Harman, 1976), which involved extracting a single factor by factor analysis. After extracting a single factor using factor analysis, the percentage of variance came out to be 19.9%, implying no CMB issues in the model.

CHAPTER 5

DATA ANALYSIS

This chapter comprises the detailed data analysis and presents the results and analysis of data according to the plan documented in Chapter 4. The chapter presents the descriptive statistics of the respondents by their age, gender, tenure of stay in the organization, and their experience level; correlation analysis between demographic variables and dependent variables; correlation analysis between demographic variables and independent variables; correlation analysis between dependent and independent variables, results of ANOVA, hypothesis testing and results.

Table 5.1: OCB, PCA, and perception toward Organizational Career Management (OCM) by the age of respondents

| OCB PCA OCM * Age | | | | |
|--------------------------|----------------|------------|------------|------------|
| | Age | OCB | PCA | OCM |
| 1 | Mean | 91.25 | 48.06 | 11.17 |
| | N | 218 | 218 | 218 |
| | Std. Deviation | 10.349 | 6.662 | 2.625 |
| 2 | Mean | 93.35 | 46.83 | 10.78 |
| | N | 65 | 65 | 65 |
| | Std. Deviation | 9.316 | 7.114 | 2.945 |
| 3 | Mean | 95.86 | 44.93 | 10.71 |
| | N | 14 | 14 | 14 |
| | Std. Deviation | 7.441 | 6.486 | 2.234 |
| 4 | Mean | 93.38 | 42.63 | 10.75 |
| | N | 8 | 8 | 8 |
| | Std. Deviation | 8.684 | 11.575 | 3.770 |
| Total | Mean | 91.97 | 47.51 | 11.06 |
| | N | 305 | 305 | 305 |
| | Std. Deviation | 10.018 | 6.962 | 2.705 |

Table 5.1 shows the age-wise classification of employees with the mean score and standard deviation of employees' OCB, PCA, and OCM. The mean score of employees concerning their age is classified into four subgroups, viz. 20-30 years (coded as 1), 30-40 years (coded as 2), 40-50 years (coded as 3), 50 years and above (coded as 4) is presented. The employees in the 40-50 age group demonstrated the highest Organizational Citizenship Behavior with a mean score of 95.86. The employees in the age group of 20-30 years demonstrated the highest PCA with a mean score of 48.6. The perception of employees toward the Organizational Career Management was the highest among the age group of 20-30 years, with a mean score of 11.17.

Table 5.2: OCB, PCA, and perception toward Organizational Career Management by the gender of respondents

| OCB PCA OCM * Gender | | | | |
|----------------------|----------------|--------|-------|-------|
| Gender | | OCB | PCA | OCM |
| 1 | Mean | 92.31 | 47.15 | 11.01 |
| | N | 202 | 202 | 202 |
| | Std. Deviation | 9.380 | 7.465 | 2.770 |
| 2 | Mean | 91.29 | 48.21 | 11.16 |
| | N | 103 | 103 | 103 |
| | Std. Deviation | 11.182 | 5.820 | 2.585 |
| Total | Mean | 91.97 | 47.51 | 11.06 |
| | N | 305 | 305 | 305 |
| | Std. Deviation | 10.018 | 6.962 | 2.705 |

Table 5.2 shows the gender-wise classification of employees with the mean score and standard deviation of employees' OCB, PCA, and perception of Organizational Career Management. The mean score of employees concerning their gender is classified into two subgroups, viz. male (coded as 1) and females (coded as 2) are presented. The male

employees exhibited higher Organizational Citizenship Behavior with a mean score of 92.31, followed by females with a 91.29 mean score. The female employees had more PCA with a mean score of 48.21 than male employees with a mean score of 47.15. The perception of employees toward the Organizational Career Management was slightly higher among females with a mean score of 11.16, followed by males with a mean score of 11.01

Table 5.3: OCB, PCA, and perception toward Organizational Career Management by the Tenure of respondents' stay in the present organization

| OCB PCA OCM * Tenure of stay in the present organization | | | | |
|--|----------------|--------|-------|-------|
| Tenure of stay in the present organization | | OCB | PCA | OCM |
| Less than one year | Mean | 91.79 | 47.84 | 11.58 |
| | N | 116 | 116 | 116 |
| | Std. Deviation | 10.172 | 6.239 | 2.414 |
| One-two year | Mean | 92.20 | 48.35 | 10.63 |
| | N | 51 | 51 | 51 |
| | Std. Deviation | 10.210 | 5.905 | 2.835 |
| Two-five years | Mean | 91.57 | 47.53 | 10.46 |
| | N | 83 | 83 | 83 |
| | Std. Deviation | 10.156 | 6.547 | 2.927 |
| More than five years | Mean | 93.10 | 46.00 | 11.37 |
| | N | 51 | 51 | 51 |
| | Std. Deviation | 9.621 | 9.018 | 2.449 |
| Total | Mean | 92.02 | 47.53 | 11.07 |
| | N | 301 | 301 | 301 |
| | Std. Deviation | 10.047 | 6.823 | 2.677 |

Table 5.3 shows the tenure-wise classification of employees with the mean score and standard deviation of employees' OCB, PCA, and perception of Organizational Career

Management. The mean score of employees concerning their tenure is presented in four subgroups viz. less than one year, one-two years, two-five years, five years, and above. The employees with a tenure of more than five years demonstrated the highest Organizational Citizenship Behavior with a mean score of 93.10. The highest PCA was exhibited by the employees having a tenure of one-two year, with a mean score of 48.35. Employees' perception of Organizational Career Management was the highest among the employees with a tenure of less than one year, with a mean score of 11.58.

Table 5.4. OCB, PCA, and Perception toward Organizational Career Management by the total experience of the employees

| OCB PCA OCM * Total Experience | | | | |
|--------------------------------|----------------|--------|-------|-------|
| Total Experience | | OCB | PCA | OCM |
| 1 | Mean | 90.48 | 47.50 | 10.99 |
| | N | 163 | 163 | 163 |
| | Std. Deviation | 10.404 | 6.897 | 2.674 |
| 2 | Mean | 93.59 | 49.13 | 11.26 |
| | N | 91 | 91 | 91 |
| | Std. Deviation | 9.407 | 5.743 | 2.678 |
| 3 | Mean | 93.31 | 44.60 | 10.88 |
| | N | 52 | 52 | 52 |
| | Std. Deviation | 9.795 | 8.190 | 2.867 |
| Total | Mean | 91.89 | 47.49 | 11.05 |
| | N | 306 | 306 | 306 |
| | Std. Deviation | 10.095 | 6.960 | 2.703 |

Table 5.4 shows the experience-wise classification of employees with the mean score and standard deviation of employees' OCB, PCA, and perception of Organizational Career Management. The mean score of employees concerning their total experience is

classified into three subgroups viz. less than five years, five-ten years, and ten years. The employees with an experience of five-ten years demonstrated the highest Organizational Citizenship Behavior with a mean score of 93.59. The employees with an experience of five-ten years exhibited the highest PCA with a mean score of 49.13. Employees' perception of Organizational Career Management was the highest among the employees with an experience of five-ten years, with a mean score of 11.26.

Table 5.5. Correlation matrix for demographic variables (age, gender tenure, and experience of employees) and dependent variables (OCB with dimensions - OA,OS,OC,OCV,OCU)

| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---------------------------|--------|--------|------|--------|--------|--------|--------|--------|--------|
| 1. Age | 1 | | | | | | | | |
| 2. Tenure | .444** | 1 | | | | | | | |
| 3. Gender | -.18** | -.12* | 1 | | | | | | |
| 4. Experience | .729** | .568** | -.1* | 1 | | | | | |
| 5. Altruism (OA) | .018 | -.001 | -.02 | .086 | 1 | | | | |
| 6. Sportsmanship (OS) | .085 | -.013 | .047 | .090 | -.115* | 1 | | | |
| 7. Conscientiousness (OC) | .097 | .053 | -.08 | .129* | .723** | -.082 | 1 | | |
| 8. Civic Virtue (OCV) | .046 | .014 | -.07 | .071 | .544** | .194** | .528** | 1 | |
| 9. Courteousness (OCU) | .074 | .031 | .071 | .122* | .686** | -.089 | .641** | .510** | 1 |
| 10. OCB composite | .105 | .023 | -.05 | .157** | .803** | .289** | .808** | .648** | .781** |

*shows that Correlation is significant at .05 level (2 tailed)

**shows that Correlation is significant at .01 level (2 tailed)

Pearson's correlation coefficient was computed for the demographic and independent variables and is presented in Table 5.5. Conscientiousness and courteousness were significantly correlated with experience. The correlation shows that with the increase in employees' experience, their courteousness ($r = .129$) and conscientiousness ($r =$

.122) increase. Also, the overall level of OCB increases with the increase in experience ($r=.157$, significant at .05 level). Except for experience (which is significantly correlated with courteousness, conscientiousness, and OCB composite score), all the other demographic variables had an insignificant relationship with the dimensions of OCB viz: altruism, sportsmanship, conscientiousness, civic virtue, and courteousness. The results are consistent with a study by Van Dyne *et al.* (1994) and Wanxian & Weiwu (2006). They expanded that more work experience with the same organization leads to higher performance of employees. Moreover, their results indicated that those employees who were more than 50 years of age showed a higher level of OCB. The results are also consistent with the study by Yung & Pearson (2011), highlighting that as employees progress in their age, their OCB level increases. This study was conducted on IT employees. It was found that the attitude of individuals would be consistent over time (Meyer & Allen, 1984).

Table 5.6: Correlation matrix for demographic variables (age, gender, Tenure, and experience of employees) and independent variables (PCA with dimensions- PS, PV)

| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|-------------------------------------|---------------|--------------|--------------|--------------|---------------|---------------|---------------|----------|
| 1. Age | 1 | | | | | | | |
| 2. Tenure | .444** | 1 | | | | | | |
| 3. Gender | -.18** | -.12* | 1 | | | | | |
| 4. Experience | .729** | .568** | -.13* | 1 | | | | |
| 5. Self-directed career (PS) | -.19** | -.111 | .012 | -.14* | 1 | | | |
| 6. Value-driven career (PV) | -.069 | -.048 | .116* | -.029 | .528** | 1 | | |
| 7. PCA | -.16** | -.095 | .066 | -.102 | .904** | .841** | 1 | |
| 8. OCM | -.068 | -.084 | .017 | .007 | .323** | .188** | .301** | 1 |

Note: Dependent variables are in bold

*Shows that Correlation is significant at .05 level (2 tailed)

**Shows that Correlation is significant at .01 level (2 tailed)

Pearson's coefficient of correlation was computed for the demographic variables and independent variables to test the strength of the relationship between the demographic variables and the dimensions of PCA and is presented in Table 5.6. The significant negative correlation ($r = -.19$, significant at .01) between PS, which is a self-directed career, and age shows that with the lesser the age of employees, the more is the inclination toward a self-directed career. Moreover, there exists a negative yet significant relationship ($r = -.16$, significant at .01 level) between protean career and age which signifies protean career attitude decreases with increase in age. Younger employees showed a more protean career attitude. A significant point biserial correlation ($r = .116$) between gender and PV shows that females are more inclined toward value-driven careers. The data also reveals a negative but significant

relationship ($r=-.14$, significant at .05 level) between PV and experience. With the increase in employees' experience, the self-driven career attitude decreases.

Table 5.7: Correlation matrix for independent variables and dependent variables

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|-----------|--------|--------|--------|--------|--------|--------|--------|---|
| PS | 1 | | | | | | | |
| PV | .538** | 1 | | | | | | |
| OCM | .347** | .201** | 1 | | | | | |
| OA | .329** | .293** | .417** | 1 | | | | |
| OS | -.09** | -.17** | -.20** | -.116* | 1 | | | |
| OC | .270** | .242** | .489** | .725** | -.08** | 1 | | |
| OV | .203** | .183** | .366** | .549** | -.19** | .535** | 1 | |
| OCU | .313** | .242** | .410** | .686** | -.073* | .646** | .518** | 1 |

*shows that Correlation is significant at .05 level (2 tailed)

**shows that correlation is significant at .01 level (2 tailed)

Pearson's correlation coefficient was computed for the dependent and independent variables and is presented in Table 5.7. All the independent variables have a significant correlation with the dependent variables.

5.1. Hypotheses Testing

This section presents the testing of hypotheses. The study's primary objective is to expand the mediating effect of Organizational Career Management on PCA and OCB. Specifically, it seeks to

- identify if PCA among employees varies across their age, gender, experience, and tenure of stay in the organization.
- investigate if OCB among employees varies across their age, gender, experience, and tenure of stay in the organization.
- explore whether employees' perception of Organizational Career Management differs based on age, gender, tenure of stay in the organization, and experience.

- study the relationship between PCA and OCB
- expound the presence of Organizational Career Management as a mediator between PCA and OCB

H1: PCA among the employees does not vary significantly across the groups based on age.

Table 5.8: Results of One-way ANOVA for PCA based on age

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| PCA | Between Groups | 380.043 | 3 | 126.681 | 2.656 | .049 |
| | Within Groups | 14354.16 | 301 | 47.688 | | |
| | Total | 14734.21 | 304 | | | |

One-way ANOVA was applied to examine the difference between mean scores of PCA based on the age of employees. The results indicate that difference in the mean score of employees based on their age is significant at .05 levels for PCA.

Thus null hypothesis stating that PCA among the employees does not differ significantly across the groups based on age is not supported. Hence, it can be concluded that there exists a significant difference in the PCA ($F=2.656$) of employees based on age.

Further ANOVA was applied to examine the difference between the mean scores of 2 factors of PCA, viz. Self-directed career attitude (PS) and Value-driven career attitude (PV). The table shows that the self-directed career of employees differs across groups based on age ($F=3.784$, significant at .05 level).

Table 5.9: Results of One-way ANOVA for dimensions of PCA based on age

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| PS | Between Groups | 220.269 | 3 | 73.423 | 3.784 | .011 |
| | Within Groups | 5840.571 | 301 | 19.404 | | |
| | Total | 6060.839 | 304 | | | |
| PV | Between Groups | 28.153 | 3 | 9.384 | .782 | .505 |
| | Within Groups | 3613.336 | 301 | 12.004 | | |
| | Total | 3641.489 | 304 | | | |

H2. OCB among the employees does not vary significantly across the groups based on age.

Table 5.10: Results of One-way ANOVA for OCB based on age

| ANOVA | | | | | |
|----------------|----------------|-------------------|-------------|---------|---------|
| OCB | | | | | |
| | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| Between Groups | 464.097 | 3 | 154.699 | 1.550 | .202 |
| Within Groups | 30045.575 | 301 | 99.819 | | |
| Total | 30509.672 | 304 | | | |

One-way ANOVA was applied to examine the difference between mean scores of OCB levels based on the age of employees. The results indicate that OCB among the employees does not vary significantly across the groups based on age. The hypothesis that OCB among the employees does not vary significantly across the groups based on age is accepted.

Further ANOVA was applied to examine the difference between the mean scores of 5 factors of OCB, viz. Altruism (OA), Sportsmanship (OS), Conscientiousness (OC), Civic virtue (OV) and Courteousness (OCU). The table shows that various OCB dimensions do not vary significantly across groups based on their age.

Table 5.11: Results of One-way ANOVA for dimensions of OCB based on age

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OA | Between Groups | 14.389 | 3 | 4.796 | .583 | .626 |
| | Within Groups | 2474.411 | 301 | 8.221 | | |
| | Total | 2488.800 | 304 | | | |
| OS | Between Groups | 96.925 | 3 | 32.308 | 1.803 | .147 |
| | Within Groups | 5394.045 | 301 | 17.920 | | |
| | Total | 5490.970 | 304 | | | |
| OC | Between Groups | 29.322 | 3 | 9.774 | 1.006 | .390 |
| | Within Groups | 2923.321 | 301 | 9.712 | | |
| | Total | 2952.643 | 304 | | | |
| OV | Between Groups | 5.010 | 3 | 1.670 | .242 | .867 |
| | Within Groups | 2081.108 | 301 | 6.914 | | |
| | Total | 2086.118 | 304 | | | |
| OCU | Between Groups | 15.895 | 3 | 5.298 | .638 | .591 |
| | Within Groups | 2501.109 | 301 | 8.309 | | |
| | Total | 2517.003 | 304 | | | |

H3. Perception of employees toward Organizational Career Management does not vary significantly across the groups based on age.

Table 5.12: Results of One-way ANOVA for OCM based on age

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OCM | Between Groups | 10.220 | 3 | 3.407 | .463 | .708 |
| | Within Groups | 2214.718 | 301 | 7.358 | | |
| | Total | 2224.938 | 304 | | | |

One-way ANOVA was applied to examine the difference between mean scores of employees' perceptions of Organizational career Management based on age. The result of one-way ANOVA indicates no significant difference in the mean score of employees' perception based on age.

Thus, the null hypothesis stating that employees' perception of Organizational Career Management does not vary significantly across the groups based on age is accepted.

H4: PCA among the employees does not vary significantly across the groups based on gender

Table 5.13: Results of One-way ANOVA for PCA based on gender

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| PCA | Between Groups | 76.666 | 1 | 76.666 | 1.585 | .209 |
| | Within Groups | 14657.544 | 303 | 48.375 | | |
| | Total | 14734.210 | 304 | | | |

One-way ANOVA was applied to examine the difference between mean scores of PCA based on the gender of employees. The results indicate that PCA among the employees does not vary significantly across the groups based on gender. The hypothesis stating PCA among the employees does not differ significantly across the groups based on gender is accepted.

Further, ANOVA was applied to examine the difference between the mean scores of 2 factors of PCA viz self-directed career attitude (PS) and value-driven career attitude (PV). The table shows a significant difference in the value-driven career attitude of employees based on gender ($F=4.066$, significant at .05 level).

Table 5.14: Results of One-way ANOVA for dimensions of PCA based on gender

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| PS | Between Groups | 3.282 | 1 | 3.282 | .164 | .686 |
| | Within Groups | 6057.557 | 303 | 19.992 | | |
| | Total | 6060.839 | 304 | | | |
| PV | Between Groups | 48.221 | 1 | 48.221 | 4.066 | .045 |
| | Within Groups | 3593.267 | 303 | 11.859 | | |
| | Total | 3641.489 | 304 | | | |

H5. OCB among the employees does not significantly differ across the groups based on gender.

Table 5.15: Results of One-way ANOVA for OCB based on gender

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OCB | Between Groups | 71.059 | 1 | 71.059 | .707 | .401 |
| | Within Groups | 30438.614 | 303 | 100.457 | | |
| | Total | 30509.672 | 304 | | | |

One-way ANOVA was applied to examine the difference between mean scores of OCB level based on the gender of employees. The results indicate that OCB among the employees does not vary significantly across the groups based on gender.

Therefore, the hypothesis stating OCB among the employees does not significantly differ across the groups based on gender is accepted. Further, ANOVA was applied to examine the difference between the mean scores of 5 factors of OCB, viz. altruism (OA), sportsmanship (OS), conscientiousness (OV), civic virtue (OV), and courteousness (OCU) based on the gender of employees. Table 5.16. shows that various dimensions of OCB do not vary based on their gender.

Table 5.16: Results of One-way ANOVA for dimensions of OCB based on gender

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OA | Between Groups | .427 | 1 | .427 | .052 | .820 |
| | Within Groups | 2488.373 | 303 | 8.212 | | |
| | Total | 2488.800 | 304 | | | |
| OS | Between Groups | 12.832 | 1 | 12.832 | .710 | .400 |
| | Within Groups | 5478.138 | 303 | 18.080 | | |
| | Total | 5490.970 | 304 | | | |
| OC | Between Groups | 19.430 | 1 | 19.430 | 2.007 | .158 |
| | Within Groups | 2933.213 | 303 | 9.681 | | |
| | Total | 2952.643 | 304 | | | |
| OV | Between Groups | 11.897 | 1 | 11.897 | 1.738 | .188 |
| | Within Groups | 2074.221 | 303 | 6.846 | | |
| | Total | 2086.118 | 304 | | | |
| OCU | Between Groups | 12.256 | 1 | 12.256 | 1.483 | .224 |
| | Within Groups | 2504.747 | 303 | 8.266 | | |
| | Total | 2517.003 | 304 | | | |

H6. The perception of employees toward Organizational Career Management does not vary significantly across the groups based on gender.

Table 5.17: Results of One-way ANOVA for OCM based on gender

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OCM | Between Groups | 1.443 | 1 | 1.443 | .197 | .658 |
| | Within Groups | 2223.495 | 303 | 7.338 | | |
| | Total | 2224.938 | 304 | | | |

One-way ANOVA was applied to examine the difference between mean scores of perception of employees toward Organizational career Management based on gender. The results indicate that the perception of employees toward Organizational Career Management does not vary significantly across the groups based on gender.

Therefore, the hypothesis stating that employees' perception of Organizational Career Management does not vary significantly across the groups based on gender is accepted.

H7: PCA among the employees does not vary significantly across the groups based on the Tenure of stay (in the present organization) of employees.

Table 5.18 Results of One-way ANOVA for PCA based on the Tenure of stay in the organization

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| PCA | Between Groups | 164.800 | 3 | 54.933 | 1.182 | .317 |
| | Within Groups | 13800.210 | 297 | 46.465 | | |
| | Total | 13965.010 | 300 | | | |

One-way ANOVA was applied to examine the difference between mean scores of PCA based on employees' tenure of stay (in the present organization). The results of one way ANOVA indicate that the difference in the mean score of employees based on the tenure of stay (in the present organization) is insignificant

Hence, it can conclude that PCA among the employees does not vary significantly across the groups based on employees' tenure of stay (in the present organization).

The hypothesis stating that PCA among the employees does not vary significantly across the groups based on employees' tenure of stay (in the present organization) is accepted.

Further, ANOVA was applied to examine the difference between the mean scores of two factors of PCA viz self-directed career attitude (PS) and value-driven career attitude (PV). Table 5.19 shows that the value-driven career attitude of employees based on the tenure of stay (in the present organization) varies significantly ($f= 4.066$, significant at .05 level)

Table 5.19: Results of one-way ANOVA for dimensions of PCA based on tenure of stay in the organization

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| PS | Between Groups | 3.282 | 1 | 3.282 | .164 | .686 |
| | Within Groups | 6057.557 | 303 | 19.992 | | |
| | Total | 6060.839 | 304 | | | |
| PV | Between Groups | 48.221 | 1 | 48.221 | 4.066 | .045 |
| | Within Groups | 3593.267 | 303 | 11.859 | | |
| | Total | 3641.489 | 304 | | | |

H8. OCB among the employees does not vary significantly across the groups based on the tenure of stay (in the present organization) of employees.

Table 5.20: Results of one-way ANOVA for OCB based on the tenure of stay in the organization

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OCB | Between Groups | 83.911 | 3 | 27.970 | .275 | .843 |
| | Within Groups | 30197.969 | 297 | 101.677 | | |
| | Total | 30281.880 | 300 | | | |

One-way ANOVA was applied to examine the difference between mean scores of OCB level based on the tenure of stay (in the present organization) of employees. The results indicate that OCB does not vary significantly across the groups based on tenure of stay (in the present organization).

The hypothesis stating that OCB among the employees does not vary significantly across the groups based on employees' tenure of stay (in the present organization) is accepted. Further, ANOVA was applied to examine the difference between the mean scores of 5 factors of OCB, viz. altruism (OA), sportsmanship (OS), conscientiousness (OC), civic virtue (OV), and courteousness (OCU) based on the tenure of stay (in the present organization). Table 5.12 shows that the various dimensions of OCB do not vary significantly across the groups based on the tenure of stay (in the present organization).

Table 5.21: Results of one-way ANOVA for dimensions of OCB based on the tenure of stay in the organization

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OA | Between Groups | 20.182 | 3 | 6.727 | .816 | .486 |
| | Within Groups | 2447.632 | 297 | 8.241 | | |
| | Total | 2467.814 | 300 | | | |
| OS | Between Groups | 49.975 | 3 | 16.658 | .931 | .426 |
| | Within Groups | 5315.441 | 297 | 17.897 | | |
| | Total | 5365.415 | 300 | | | |
| OC | Between Groups | 34.414 | 3 | 11.471 | 1.172 | .321 |
| | Within Groups | 2907.075 | 297 | 9.788 | | |
| | Total | 2941.488 | 300 | | | |
| OV | Between Groups | 6.363 | 3 | 2.121 | .305 | .822 |
| | Within Groups | 2066.932 | 297 | 6.959 | | |
| | Total | 2073.296 | 300 | | | |
| OCU | Between Groups | 8.908 | 3 | 2.969 | .354 | .787 |
| | Within Groups | 2493.544 | 297 | 8.396 | | |
| | Total | 2502.452 | 300 | | | |

H9. Perception of employees toward Organizational Career Management does not vary significantly across the groups based on tenure of stay (in the present organization) of employees.

Table 5.22 Results of One-way ANOVA for OCM based on tenure of stay in the organization

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OCM | Between Groups | 75.645 | 3 | 25.215 | 3.610 | .014 |
| | Within Groups | 2074.747 | 297 | 6.986 | | |
| | Total | 2150.392 | 300 | | | |

One-way ANOVA was applied to examine the difference between mean scores of employees' perceptions toward Organizational Career Management based on the tenure of stay in the organization. The result shows that the perception of employees toward Organizational Career Management varies significantly across the groups based on the tenure of stay (in the present organization) of employees. The mean score of employees' perception based on the tenure of stay in the organization ($F=3.610$, significant at .05 level).

The hypothesis stating that employees' perception of Organizational Career Management does not vary significantly across the groups based on the tenure of stay (in the present organization) of employees is not supported.

H10: PCA among the employees does not vary significantly across the groups based on the experience of employees.

Table 5.23 Results of One-way ANOVA for PCA based on the experience of employees

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| PCA | Between Groups | 680.785 | 2 | 340.393 | 7.317 | .001 |
| | Within Groups | 14095.685 | 303 | 46.520 | | |
| | Total | 14776.471 | 305 | | | |

One-way ANOVA was applied to examine the difference between mean scores of PCA based on employees' experience. The results of one-way ANOVA indicate that the

difference in the mean score of employees based on employees' experience is significant at .01 levels for PCA.

Hence, it can be concluded that there is a significant difference in the PCA ($F=7.317$) of employees based on employees' experience.

The hypothesis that PCA among the employees does not vary significantly across the groups based on employees' experience is not supported.

Further ANOVA was applied to examine the difference between the mean scores of 2 factors of PCA viz self-directed career attitude (PS) and value-driven career attitude (PV). Table 5.24 shows that the self-directed career of employees based on the experience of employees ($F=9.327$, significant at .01 level) across the groups based on experience varies significantly.

Table 5.24: Results of One-way ANOVA for dimensions of PCA based on the experience of employees

| | | ANOVA | | | | |
|----|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| PS | Between Groups | 351.948 | 2 | 175.974 | 9.327 | .000 |
| | Within Groups | 5716.578 | 303 | 18.867 | | |
| | Total | 6068.526 | 305 | | | |
| PV | Between Groups | 55.977 | 2 | 27.989 | 2.356 | .097 |
| | Within Groups | 3599.412 | 303 | 11.879 | | |
| | Total | 3655.389 | 305 | | | |

H11. OCB among the employees does not vary significantly across the groups based on the experience of employees.

Table 5.25 Results of One-way ANOVA for OCB based on the experience of employees

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OCB | Between Groups | 690.478 | 2 | 345.239 | 3.442 | .033 |
| | Within Groups | 30391.745 | 303 | 100.303 | | |
| | Total | 31082.222 | 305 | | | |

One-way ANOVA was applied to examine the difference between mean scores of OCB levels based on employees' experience. The result shows that OCB among the employees varies significantly across the groups based on employees' experience.

The hypothesis stating OCB among the employees does not vary significantly across the groups based on employees' experience is not supported. Further ANOVA was applied to examine the difference between the mean scores of 5 factors of OCB, viz. Altruism (OA), Sportsmanship (OS), Conscientiousness (OC), Civic virtue (OV), and Courteousness(OCU) is based on the experience of employees. The table shows that the Courteousness of employees across groups based on experience shows a significant difference ($F=4.212$, significant at .01 levels).

Table 5.26 Results of One-way ANOVA for dimensions of OCB based on the experience of employees

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OA | Between Groups | 19.342 | 2 | 9.671 | 1.180 | .309 |
| | Within Groups | 2483.851 | 303 | 8.198 | | |
| | Total | 2503.193 | 305 | | | |
| OS | Between Groups | 47.854 | 2 | 23.927 | 1.330 | .266 |
| | Within Groups | 5450.986 | 303 | 17.990 | | |

| | | | | | | |
|-----|----------------|----------|-----|--------|-------|------|
| | Total | 5498.840 | 305 | | | |
| OC | Between Groups | 33.198 | 2 | 16.599 | 1.706 | .183 |
| | Within Groups | 2947.495 | 303 | 9.728 | | |
| | Total | 2980.693 | 305 | | | |
| OV | Between Groups | 7.528 | 2 | 3.764 | .543 | .581 |
| | Within Groups | 2099.831 | 303 | 6.930 | | |
| | Total | 2107.359 | 305 | | | |
| OCU | Between Groups | 69.579 | 2 | 34.790 | 4.212 | .016 |
| | Within Groups | 2502.538 | 303 | 8.259 | | |
| | Total | 2572.118 | 305 | | | |

H12. Perception of employees toward Organizational Career Management does not vary significantly across the groups based on the experience of employees.

Table 5.27 Results of One-way ANOVA for OCM based on the experience of employees

| ANOVA | | | | | | |
|-------|----------------|----------------|-------------------|-------------|---------|---------|
| | | Sum of squares | Degree of freedom | Mean Square | F value | P-value |
| OCM | Between Groups | 6.210 | 2 | 3.105 | .423 | .655 |
| | Within Groups | 2222.953 | 303 | 7.336 | | |
| | Total | 2229.163 | 305 | | | |

One-way ANOVA was applied to examine the difference between mean scores of employees' perceptions of Organizational Career Management based on experience. The result shows that the perception of employees toward Organizational Career Management does not vary significantly across the groups based on the experience of employees. The null hypothesis stating that the perception of employees toward Organizational Career Management does not vary significantly across the groups based on the experience of employees is accepted.

H13. PCA has a positive impact on OCB.

To test Hypothesis 13, Confirmatory Factor Analysis was used. Confirmatory Factor Analysis calls for checking the reliability and validity of the measurement model. It is done before testing the significant intercorrelation in the structural model (Fornell & Larcker, 1981).

Data Analysis – Confirmatory Factor Analysis

Figure 5.1 shows the measurement model with constructs of protean career attitude, OCB, and Organizational Career Management of employees working in the organizations. The constructs are self-driven attitude, value-driven attitude, altruism, sportsmanship, conscientiousness, courtesy, civic virtue, and Organizational Career Management. A set of statements indicates each construct, and the same has been explained in the following tables.

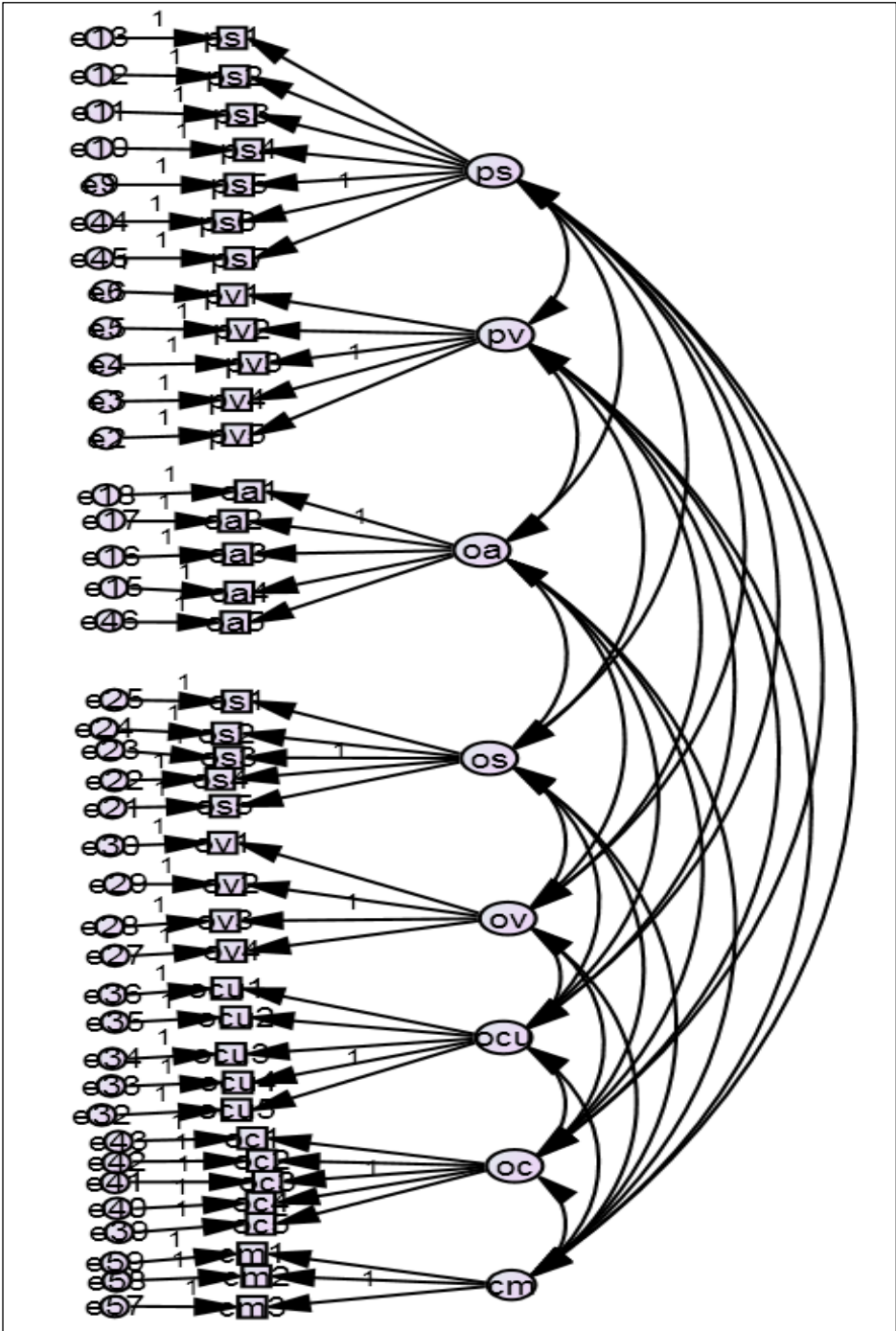


Figure 5.1: Measurement model

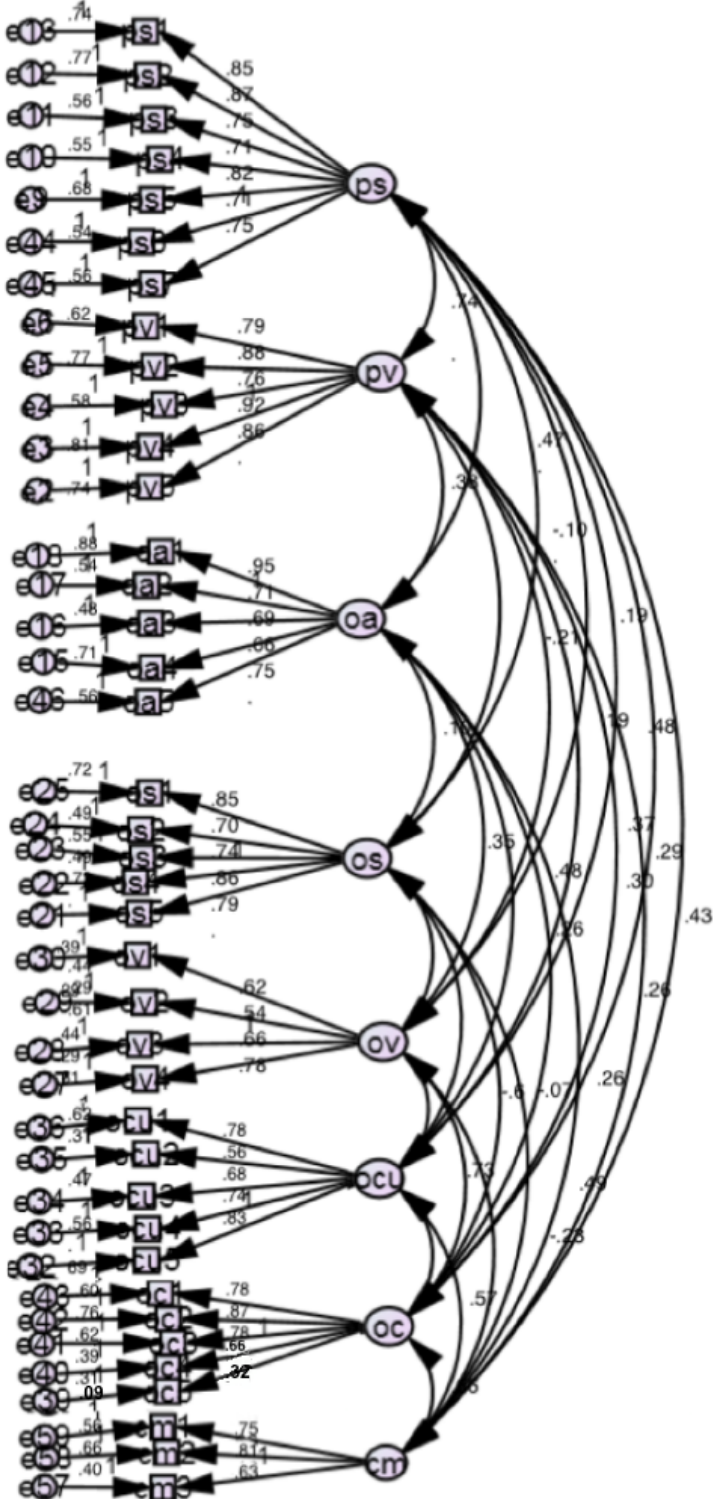


Figure 5.2: Measurement model with factor loadings and value of r square.

Figure 5.2 shows the measurement model with factor loadings or the standardized regression weights. Also, it shows how much each item or variable accounts for a particular construct in terms of variance. The figure shows the percentage of variance accounted for by a particular item for a construct. Here the constructs are "self-driven attitude," "value-driven attitude," "altruism," "sportsmanship," "conscientiousness," "courtesy," "civic virtue," and "organizational career management," respectively. Figure 5.2 depicts the measurement model with Standardized regression weight and r square of each item in the construct.

Definition of standardized regression weight: Standardized regression weight, also termed beta coefficient or beta weights, are the estimated outcomes of regression analysis that have been standardized so that the variances of dependent and independent variables are 1.

Table 5.28- Standardized regression weights of value-driven career attitude (PV)

| Construct | | Item | Estimate | S.E. | P-value | C.R. | Standardized regression weight | R square |
|-----------|------|------|----------|------|---------|------|--------------------------------|----------|
| PV | <--- | PV5 | .642 | .26 | *** | 4.64 | .86 | .74 |
| PV | <--- | PV4 | 1.00 | .15 | *** | 5.63 | .92 | .85 |
| PV | <--- | PV3 | .829 | .42 | *** | 6.45 | .76 | .58 |
| PV | <--- | PV2 | 1.13 | .23 | *** | 7.83 | .88 | .77 |
| PV | <--- | PV1 | 1.157 | .38 | *** | 7.77 | .79 | .62 |

Table 5.28 shows the standardized regression weights, standard error (S.E.), critical ratio (c.r.), p-value, and r square of the five observed variables of value-driven attitude. The Standardized Regression weights range from .76 to .92. The r-square of the items ranges from .58 to .85. Hence, it can be inferred that all the reported items are significant.

The most significant of the reported items is PV4, as it has the maximum standardized regression weight. It accounts for 85 % of the variance to explain the construct.

AVE for the construct= sum of r square/5

$$=.74+.85+.58+.77+.62/5$$

$$=.712(\text{A.V. should be always greater than}.5)$$

Composite reliability= $\frac{(\text{sum of Beta})^2}{(\text{Sum of Beta})^2+\text{sum of error term}}$

$$= 4.21*4.21/(4.21*4.21)+1.44 =.93$$

Therefore CR=.93(C.R. should always be more significant than AVE)

Table 5.29: Standardized Regression weights of Self-directed career attitude (PS)

| Construct | | Item | Estimate | S.E. | C.R. | P - value | Standardized regression weight | R square |
|-----------|------|------|----------|------|-------|-----------|--------------------------------|----------|
| PS | <--- | PS5 | 1.214 | .32 | 13.20 | ** | .825 | .68 |
| PS | <--- | PS4 | 1.044 | .45 | 11.5 | ** | .717 | .55 |
| PS | <--- | PS3 | 1.057 | .44 | 10.66 | ** | .757 | .56 |
| PS | <--- | PS2 | .865 | .23 | 9.36 | ** | .875 | .77 |
| PS | <--- | PS1 | .633 | .26 | 5.84 | ** | .858 | .74 |
| PS | <--- | PS6 | 1.000 | .46 | 11.7 | ** | .715 | .54 |
| PS | <--- | PS7 | .965 | .44 | 10.60 | ** | .753 | .56 |

Table 5.29 shows the Standardized Regression weights, Standard error (S.E.), Critical ratio (C.R.), P-value, and R square of the seven observed variables of Value-driven attitude. The Standardized Regression weights range from .715 to .875. The R square of the items ranges from .54 to .77. Hence it can be inferred that all the reported items are significant. The most significant reported items is PS2 as it has the maximum

Standardized regression weight. It accounts for 77 % of the variance to explain the construct.

Likewise, AVE here is .88

CR=.92

Table 5.30: Standardized Regression weights of Altruism (OA)

| Construct | | Item | Estimate | S.E. | C.R. | P-Value | Standardized Regression weight | R square |
|-----------|------|------|----------|------|--------|---------|--------------------------------|----------|
| OA | <--- | OA5 | .931 | .44 | 11.551 | *** | .751 | .56 |
| OA | <--- | OA4 | .887 | .29 | 10.400 | *** | .867 | .71 |
| OA | <--- | OA3 | 1.000 | .52 | 8.90 | *** | .695 | .48 |
| OA | <--- | OA2 | .934 | .46 | 11.515 | *** | .749 | .54 |
| OA | <--- | OA1 | .766 | .12 | 10.029 | *** | .941 | .88 |

Table 5.30 shows the Standardized Regression weights, Standard error (S.E.), Critical ratio (C.R.), P-value, and R square of the seven observed variables of OA. The Standardized Regression weights range from .695 to .941. The R square of the items ranges from .48 to .88. Hence it can be inferred that all the reported items are significant. The most significant of the reported items is OA1, as it has the maximum Standardized regression weight. It accounts for 88 % of the variance to explain the construct.

AVE=.614

CR=.91

Table 5.31: Standardized Regression weights of Organizational Sportsmanship(OS)

| Construct | | Item | Estimate | S.E. | C.R. | P | Standardized regression weight | R square |
|-----------|------|------|----------|------|-------|-----|--------------------------------|----------|
| OS | <--- | OS5 | .833 | .37 | 7.593 | *** | .793 | .63 |
| OS | <--- | OS4 | 1.000 | .28 | 6.786 | *** | .851 | .72 |
| OS | <--- | OS3 | 1.056 | .45 | 7.961 | *** | .744 | .55 |
| OS | <--- | OS2 | .586 | .51 | 5.693 | *** | .709 | .49 |
| OS | <--- | OS1 | .793 | .28 | 7.284 | *** | .858 | .72 |

Table 5.31 shows the Standardized Regression weights, Standard error (S.E), Critical ratio (C.R.), P-value, and R square of the five observed variables of Organizational Sportsmanship. The Standardized Regression weights range from .709 to .858. The R square of the items ranges from .49 to .72. Hence it can be inferred that all the reported items are significant. The most significant of all the reported items is OS1, as it has the maximum Standardized regression weight. It accounts for 72 % of the variance to explain the construct.

AVE=.622

CR=.882

Table 5.32: Standardized Regression weights of Civic Virtue (OV)

| Construct | | Item | Estimate | S.E. | C.R. | P | Standardized regression weight | R square |
|-----------|------|------|----------|------|-------|-----|--------------------------------|----------|
| OV | <--- | OV4 | 1.094 | .39 | 9.985 | *** | .782 | .61 |
| OV | <--- | OV3 | 1.000 | .56 | 6.567 | *** | .662 | .44 |
| OV | <--- | OV2 | .737 | .71 | 7.854 | *** | .545 | .29 |
| OV | <--- | OV1 | .540 | .61 | 6.353 | *** | .628 | .39 |

Table 5.32 shows the Standardized Regression weights, Standard error (S.E), Critical Ratios (C.R.), P-value, and R square of the four observed variables of Civic Virtue. The Standardized Regression weights range from .54 to .782. The R square of the items ranges from .29 to .61. Hence it can be inferred that all the reported items are significant. The most significant of all the reported items is OV4, as it has the maximum Standardized regression weight. It accounts for 61 % of the variance to explain the construct.

Ave should be higher than .5. However, the value of .4 is acceptable for accepting the convergent validity of the composite reliability is higher than .6 (Fornell & Larcker, 1981).

AVE = .43

C.R = .75

Table 5.33: Standardized Regression weights of Courteousness (OCU)

| Construct | | Item | Estimate | S.E. | C.R. | P | Standardized regression weight | R square |
|-----------|------|------|----------|------|-------|-----|--------------------------------|----------|
| OCU | <--- | OCU5 | 1.000 | .38 | 4.321 | *** | .319 | .09 |
| OCU | <--- | OCU4 | .856 | .69 | 7.815 | *** | .562 | .31 |

| | | | | | | | | |
|------------|------|------|------|-----|-------|-----|------|-----|
| OCU | <--- | OCU3 | .936 | .53 | 9.015 | *** | .681 | .47 |
| OCU | <--- | OCU2 | .882 | .44 | 7.658 | *** | .747 | .56 |
| OCU | <--- | OCU1 | .705 | .31 | 6.292 | *** | .828 | .69 |

Table 5.33 shows the Standardized Regression weights, Standard error (S.E), Critical Ratios (C.R.), P-value, and R square of the five observed variables of Courteousness. The Standardized Regression weights range from .56 to .828. The R square of the items ranges from .09 to .69. Hence it can be inferred that all the reported items are significant. The most significant of the reported items is OCU 1, as it has the maximum Standardized regression weight. It accounts for 69% of the variance to explain the construct.

AVE=.53

CR=.844

Table 5.34: Standardized Regression weights of Conscientiousness (OC)

| Construct | | Item | Estimate | S.E. | C.R. | P | Standardized regression weight | R square |
|------------------|------|-------------|-----------------|-------------|-------------|----------|---------------------------------------|-----------------|
| OC | <--- | OC5 | .735 | .69 | 8.534 | *** | .556 | .31 |
| OC | <--- | OC4 | 1.000 | .61 | 6.385 | *** | .669 | .39 |
| OC | <--- | OC3 | .994 | .38 | 8.964 | *** | .788 | .62 |
| OC | <--- | OC2 | .737 | .24 | 8.838 | *** | .879 | .76 |
| OC | <--- | OC1 | .746 | .40 | 8.907 | *** | .784 | .60 |

Table 5.34 shows the Standardized Regression weights, Standard error (S.E), Critical Ratios (C.R.), P-value, and R square of the five observed variables of conscientiousness. The Standardized Regression weights range from .556 to .879. The R

square of the items ranges from .31 to .76. Hence it can be inferred that all the reported items are significant. The most significant reported item is OC2, as it has the maximum Standardized regression weight. It accounts for 76 % of the variance to explain the construct.

AVE=.54

CR=.85

Table 5.35: Standardized Regression weights of Organizational Career Management (OCM)

| Construct | | Item | Estimate | S.E. | C.R. | P | Standardized regression weight | R square |
|-----------|------|------|----------|------|--------|-----|--------------------------------|----------|
| OCM | <--- | OCM3 | 1.000 | .60 | 9.65 | *** | .63 | .40 |
| OCM | <--- | OCM2 | 1.222 | .34 | 10.190 | *** | .81 | .66 |
| OCM | <--- | OCM1 | 1.131 | .44 | 9.876 | *** | .75 | .56 |

Table 5.35 shows the Standardized Regression weights, Standard error (S.E), Critical Ratios (C.R.), P-value, and R square of the three observed variables of Organizational Career Management. The Standardized Regression weights range from .629 to .817. The R square of the items ranges from .40 to .66. Hence it can be inferred that all the reported items are significant. The most significant reported item is OCM2, as it has the maximum Standardized regression weight. It accounts for 66 % of the variance to explain the construct. OCM1 pertains to career development; OCM pertains to potential assessment and OCM3 pertains to feedback mechanism for the employees.

CR=.65

AVE=.54

5.6. Model Testing

A two-step approach was followed for testing the hypotheses. Anderson and Gerbing (1988) suggested that the measurement model should be checked first, and then the structural model may be followed. The measurement model is presented in Table 5.36. Table 5.36 explains the model fit indices for the measurement model. The model was found to be fit. For assessing the fit, six Goodness of fit indices were chosen as recommended by previous research, i.e. CMIN/DF (≤ 3), Comparative fit index (CFI $\geq .90$), Root mean square error of Approximation (RMSEA $< .05$), Goodness of fit index (GFI $\geq .9$) and AGFI ($> .85$) (Hair *et al.*, 2010). The indices were well within the acceptable ranges and are presented in Table 5.36, indicating that the model fits well with the data collected.

Table 5.36: Model fit indices for the measurement model

| Statistics for Goodness of fit | Model fit indices |
|--|-------------------|
| CMIN /df | 1.751 |
| Root mean square error of approximation(RMSEA) | .048 |
| Comparative fit index(CFI) | .857 |
| RMR(Root mean square residual) | .063 |
| The Goodness of fit index | .902 |
| Adjusted Goodness of fit(AGFI) | .867 |

5.6.1. Reliability and Validity in S.E.M

5.6.1.1. Composite Reliability

The measurement model's reliability must be checked and analyzed to see the construct's internal consistencies. The reliability of the model is checked through

Composite Reliability (C.R.) which indicates the composite reliability of the constructs. Hair *et al.* (2010) describe composite reliability as a robust approach for estimating the consistency of the constructs. The formula for drawing composite reliability is as follows:

Composite reliability (ρ) = $(\sum \lambda_i)^2 / [(\sum \lambda_i)^2 + \sum(\delta_i)]$ where λ is the standardized factor loadings and δ_i is the indicator of measurement error.

The value of 0.70 of composite reliability is considered acceptable (Hair *et al.*, 1998). Tseng *et al.* (2006) explained the threshold value of 0.6 for composite reliability. Composite reliability should be above the benchmark of 0.7 to be regarded as acceptable (Fornell & Larcker, 1981). Nunnally & Bernstein (1994) also view composite reliability as more than .7 to indicate good reliability.

Table 5.37: Composite Reliability of Value-driven attitude, Self-driven attitude, Altruism, Organizational Sportsmanship, Courteousness, Conscientiousness, Civic virtue, and Organizational Career Management.

| Construct | Item description | Standard factor loading | Average Variance Explained(AVE) | Composite Reliability (C.R.) |
|-----------------------|------------------|-------------------------|---------------------------------|------------------------------|
| Value driven attitude | PV5 | .86 | .712 | .93 |
| | PV4 | .92 | | |
| | PV3 | .76 | | |
| | PV2 | .88 | | |
| | PV1 | .79 | | |
| Self-Directed | PS5 | .825 | .88 | .92 |
| | PS4 | .717 | | |
| | PS3 | .757 | | |
| | PS2 | .875 | | |
| | PS1 | .858 | | |
| | PS6 | .715 | | |
| | PS7 | .753 | | |
| Altruism | OA5 | .751 | .064 | .91 |
| | OA4 | .867 | | |
| | OA3 | .695 | | |
| | OA2 | .749 | | |
| | OA1 | .941 | | |
| | OS5 | .793 | .62 | .88 |

| Construct | Item description | Standard factor loading | Average Variance Explained(AVE) | Composite Reliability (C.R.) |
|-------------------------------------|------------------|-------------------------|---------------------------------|------------------------------|
| Organizational Sportsmanship | OS4 | .851 | | |
| | OS3 | .744 | | |
| | OS4 | .709 | | |
| | OS1 | .858 | | |
| Courteousness | OCU5 | .789 | .53 | .84 |
| | OCU4 | .562 | | |
| | OCU3 | .688 | | |
| | OCU2 | .747 | | |
| | OCU1 | .828 | | |
| Conscientiousness | OC5 | .556 | .54 | .85 |
| | OC4 | .669 | | |
| | OC3 | .788 | | |
| | OC2 | .879 | | |
| | OC1 | .784 | | |
| OCM | OCM3 | .63 | .54 | .65 |
| | OCM2 | .81 | | |
| | OCM1 | .75 | | |

The composite reliability for each construct used in the study has been reported in Table 5.37. The table shows the composite reliability of "value-driven attitude, "self-driven attitude, altruism, organizational sportsmanship, courteousness, conscientiousness, civic virtue, and organizational career management."

Therefore, it can be inferred that all the constructs in the model show acceptable reliability.

5.6.1.2. Convergent Validity

The model's validity was assessed using convergent validity assessments and a discriminant validity check (Garver & Mentzer, 1999). Convergent validity means that the variables within a single factor are highly correlated. The convergent validity is measured using standardized factor loading.

AVE is a strict measure of convergent validity. Hair *et al.* (2010) view factor loading of more than .5 to be appropriate for considering an item in the construct. Malhotra & Dash (2011) note that "AVE is a more conservative measure than C.R. Based on C.R. alone, the researcher may conclude that the convergent validity of the construct is adequate, even though more than 50% of the variance is due to error." (Malhotra & Dash, 2011).

Herein, the discriminant validity issue will not be reported as the same is used in the case of first order CFA. As given in Fig. 5.2, the measurement model is a zero-order CFA.

After this, the First-order CFA is done, as given in Figure 5.3

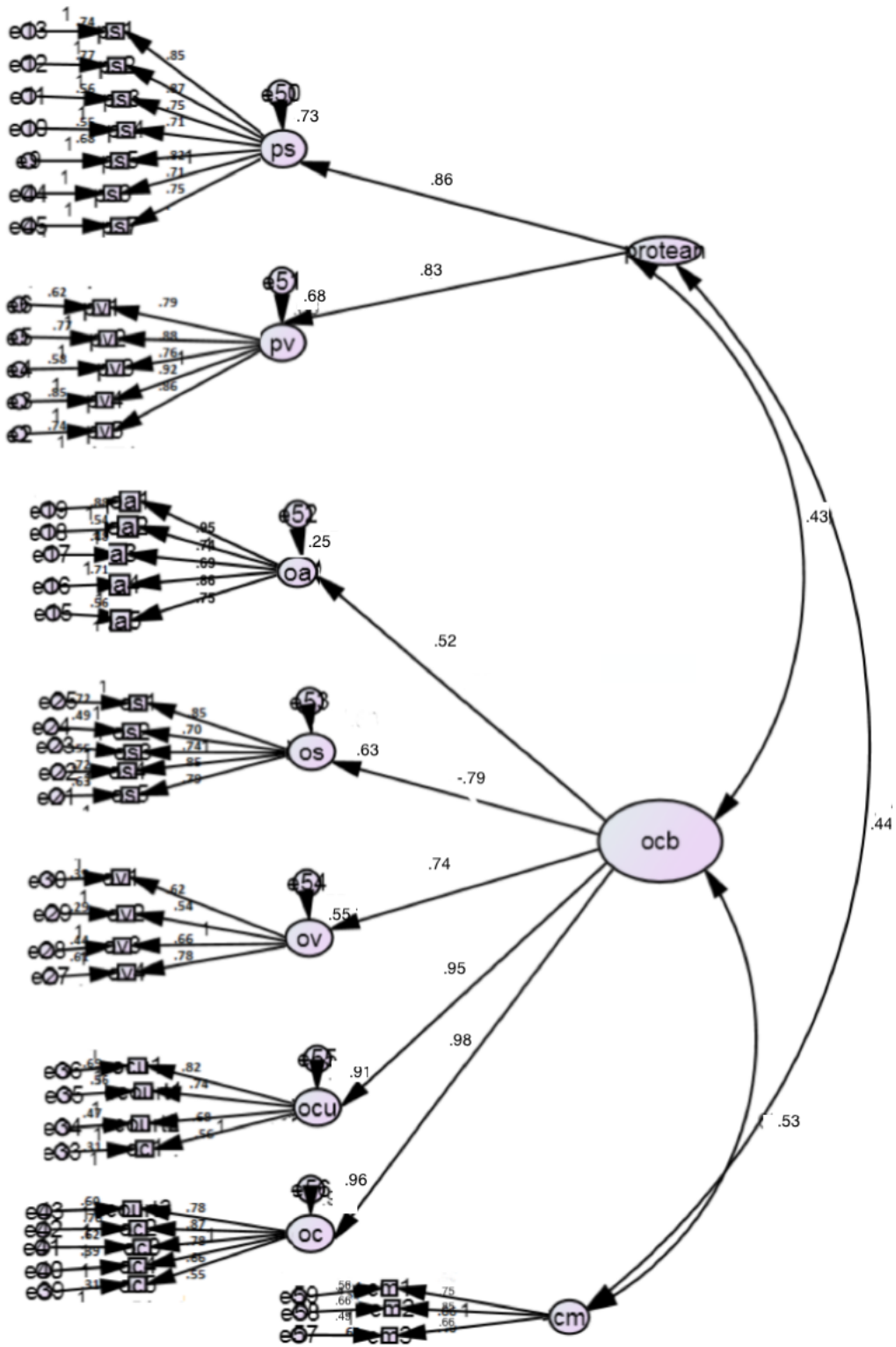


Figure 5.3: First order Confirmatory factor Analysis

5.6.1.3. Discriminant Validity

Discriminant validity suggests if the variables correlate more within the parent factor or if they fit better outside the parent factor. The two conditions are to be met to assess the discriminant validity (Hair *et al.*, 2010).

1. Maximum Shared variance(MSV) should be lesser than the Average Variance Explained (AVE) and
2. The Square Root of Average Variance is greater than the inter construct correlations.

Discriminant validity is computed for first-order CFA, when one knows which variable is dependent and which one is independent. Before proceeding with a one-sided arrow, we will check for discriminant validity as in the figure 5.3. Discriminant validity is explained here.

Table 5.38: MSV, ASV, and AVE for the constructs used in the study

| | PROTEAN | OCB | OCM |
|------------|----------------|------------|------------|
| MSV | .1936 | .39 | .39 |
| ASV | .18 | .28 | .28 |
| AVE | .72 | .66 | .55 |

AVE is average of r square of the statements of all factors, and ASV stands for Average Shared Variance. Here In all three cases, $MSV > ASV$ and $AVE > ASV$. Therefore, it can be concluded that there are no validity issues and the variables explain their factor.

5.6.2. Structural Model and Path Analysis

After checking discriminant validity for the first-order CFA, the structural path analysis was applied based on the literature review. The structural path analysis is presented in Figure 5.4.

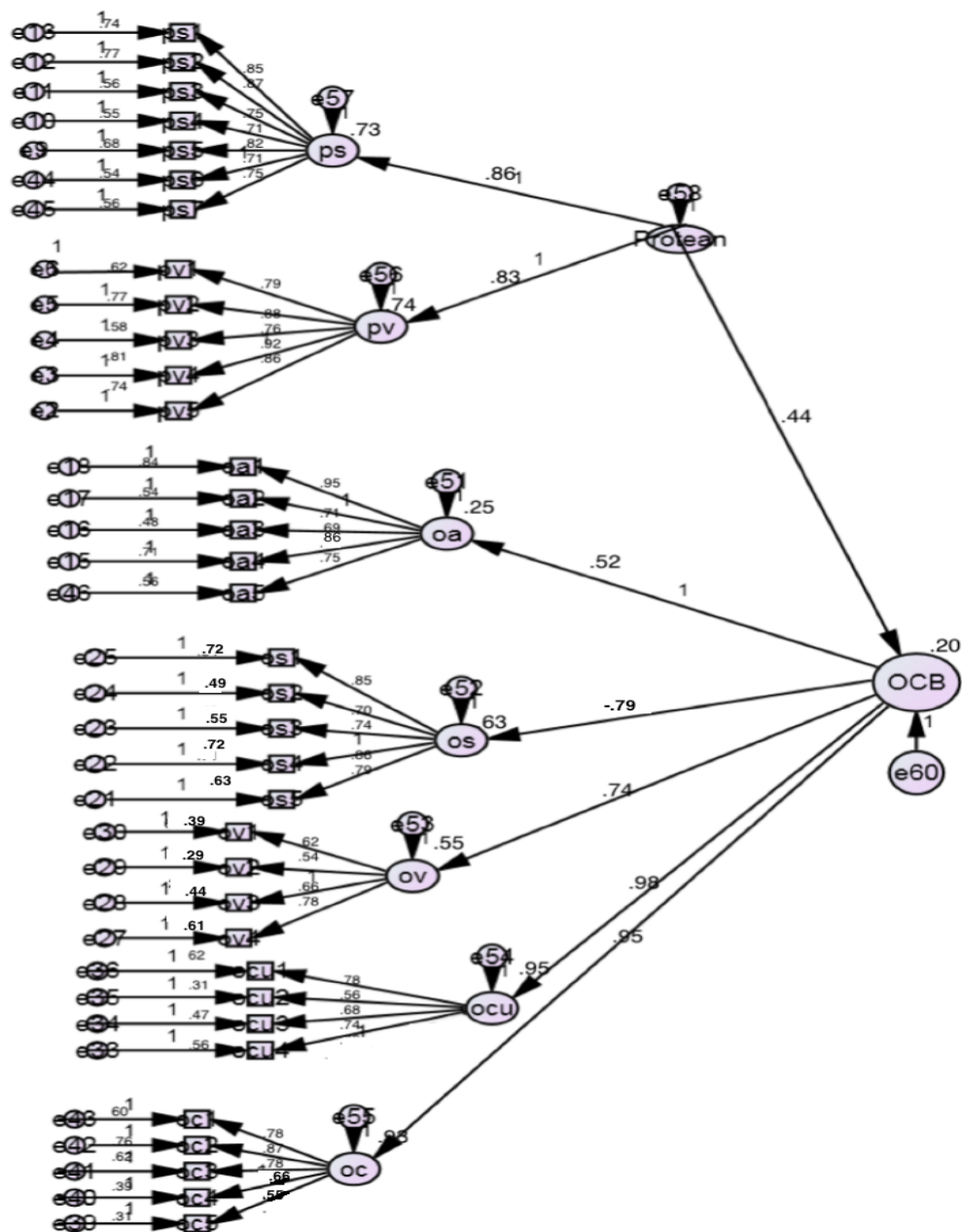


Figure 5.4: Structural path model

The structural model analysis incorporated one change within the courteousness construct. Since the item was accounting for just 10% variance toward the construct, it was removed, and thus, courteousness was measured using four items instead of five items (which it originally had). The re-specification of the model was called for, and one item was removed to fit the model entirely. The analysis presented tested Hypothesis 13 and found that PCA's regression weight (beta value) impacting the OCB was .44 (with a significant p-value), as shown in Figure 5.4. Therefore, it can be concluded that PCA had a significant positive impact on Organizational Citizenship Behavior, and hence, Hypothesis 13, stating that PCA has a positive impact on OCB, was supported.

The estimates for various dimensions of PCA and OCB are presented in Table 5.39.

Table 5.39: Estimates of the constructs used in the study

| Construct | | Items | Estimate |
|-----------|------|-------|----------|
| PCA | <--- | PV | .826 |
| PCA | <--- | PS | .858 |
| OCB | <--- | OV | .951 |
| OCB | <--- | OCU | .983 |
| OCB | <--- | OV | .742 |
| OCB | <--- | OS | -.791 |
| OCB | <--- | OA | .521 |
| PV | <--- | PV5 | .86 |
| PV | <--- | PV4 | .92 |
| PV | <--- | PV3 | .76 |
| PV | <--- | PV2 | .88 |
| PV | <--- | PV1 | .79 |
| PS | <--- | PS5 | .826 |
| PS | <--- | PS4 | .711 |
| PS | <--- | PS3 | .755 |

| | | | |
|------------|------|-------------|------|
| PS | <--- | PS2 | .872 |
| PS | <--- | PS1 | .858 |
| OA | <--- | OA5 | .751 |
| OA | <--- | OA4 | .867 |
| OA | <--- | OA3 | .695 |
| OA | <--- | OA2 | .749 |
| OA | <--- | OA1 | .941 |
| OS | <--- | OS5 | .793 |
| OS | <--- | OS4 | .851 |
| OS | <--- | OS3 | .744 |
| OS | <--- | OS2 | .709 |
| OS | <--- | OS1 | .858 |
| OV | <--- | OV4 | .782 |
| OV | <--- | OV3 | .662 |
| OV | <--- | OV2 | .545 |
| OV | <--- | OV1 | .628 |
| OCU | <--- | OCU5 | .319 |
| OCU | <--- | OCU4 | .562 |
| OCU | <--- | OCU3 | .688 |
| OCU | <--- | OCU2 | .747 |
| OCU | <--- | OCU1 | .828 |
| OC | <--- | OC5 | .556 |
| OC | <--- | OC4 | .669 |
| OC | <--- | OC3 | .788 |
| OC | <--- | OC2 | .879 |
| OC | <--- | OC1 | .784 |
| PS | <--- | PS6 | .710 |
| PS | <--- | PS7 | .753 |
| OCM | <--- | OCM3 | .631 |
| OCM | <--- | OCM2 | .812 |
| OCM | <--- | OCM1 | .751 |

H14. The relationship between PCA and OCB is mediated by Organizational Career Management.

To test Hypothesis 14, mediation analysis was performed. The results are presented in Table 5.40 and Table 5.41. Moreover, Figure 5.5 presents the effect of PCA on OCB without the mediator (Organizational Career Management). Figure 5.6 presents the effect of PCA on OCB in the presence of mediator Organizational Career Management.

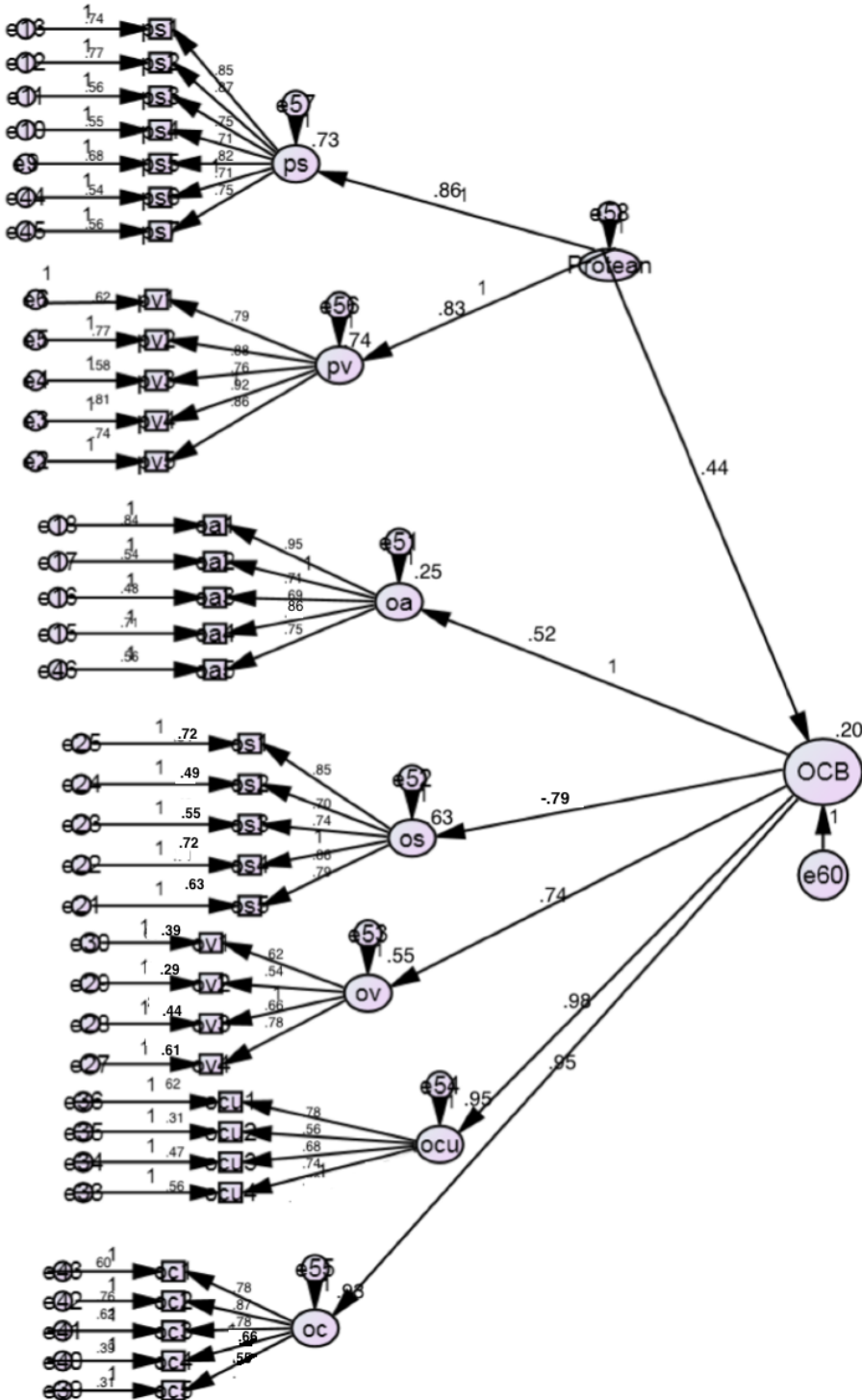


Figure 5.5: In the absence of mediator

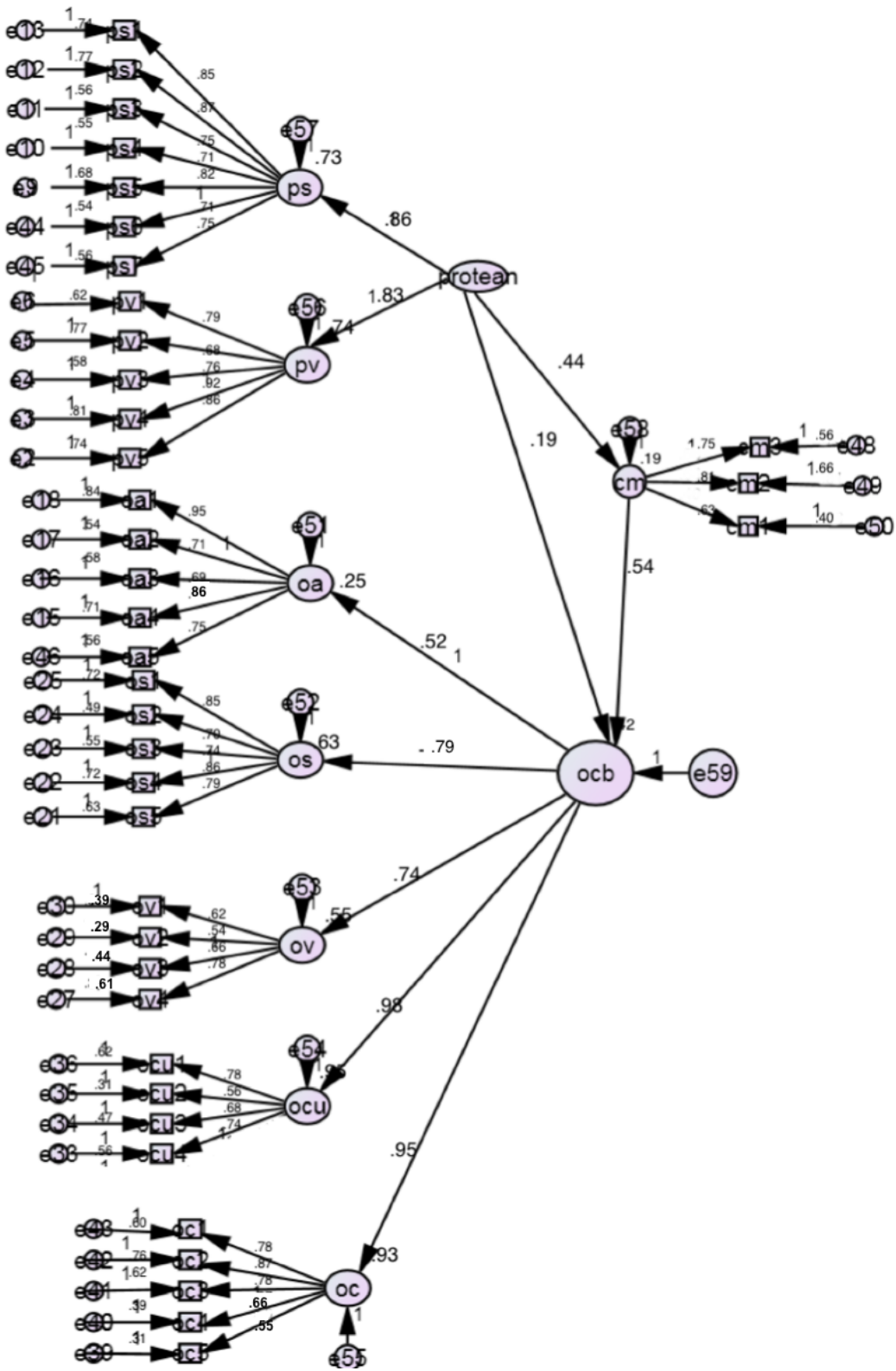


Figure 5.6: In the presence of mediator

Baron and Kenny (1986), Judd and Kenny (1981), and James and Brett (1984) proposed a 4-step model for testing the mediation:

Step 1: First, the correlation between the causal variable and the outcome variable is to be tested

Step 2: Second, the correlation between the causal variable with the mediator is to be tested

Step 3: Third, it is to be shown that the mediator affects the outcome variable

Step 4: To establish if mediating variable fully or partially mediates the relationship between independent and dependent variables.

The relationship between PCA and OCB was mediated by Organizational Career Management. As Figure 5.7 illustrates, the standardized regression coefficient between PCA and Organizational Career Management was statistically significant, as was the relationship between PCA and OCB. The standardized indirect effect was tested.

Direct effect, in this case, refers to the effect of Protean career on OCB directly, and indirect effect relates to the effect of protean career on Organizational Citizenship operated through Organizational Career Management.

The total effect refers to the effect of the independent variable on the dependent variable. The mediator is a variable that accounts for the effect of the independent variable on the dependent variable. (Baron & Kenny, 1986; Hayes, 2009; Preacher *et al.*, 2007).

If the effect of the independent variable on the dependent variable completely goes away, the mediator variable fully mediates the relationship between the independent variable and dependent variable. However, if the effect of the independent variable on the dependent variable continues to exist, but in a smaller magnitude, it is said that the mediator variable partially mediates the relationship between the independent and dependent variable.

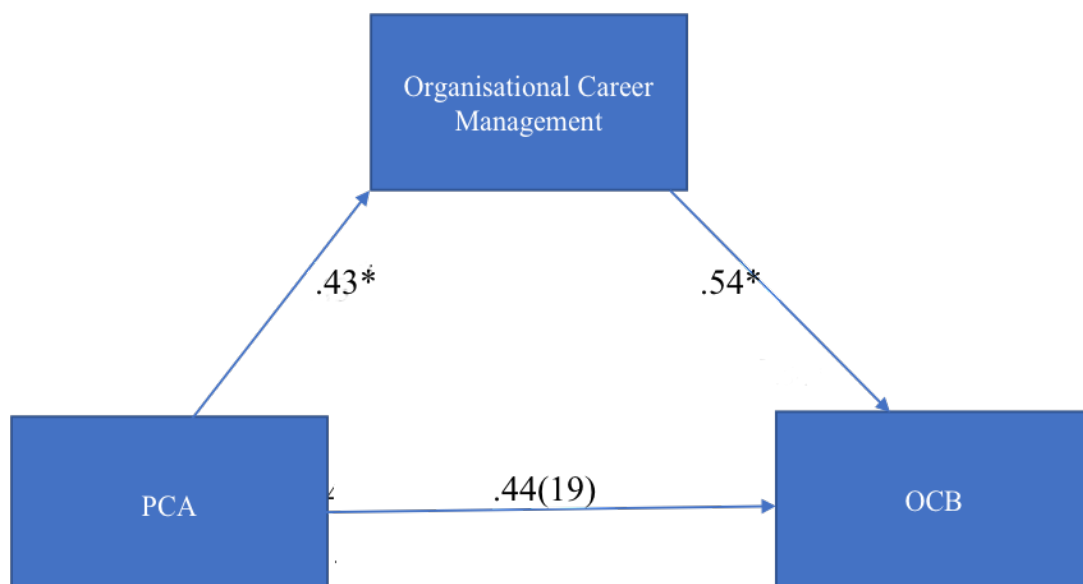


Figure 5.7: Standardized regression coefficient for the relationship between PCA and OCB mediated by Organizational Career Management. The Standardized regression coefficient between PCA and OCB, controlling for Organizational Career Management, is in parentheses.

Figure 5.7 shows a standardized regression coefficient for the relationship between PCA and OCB as mediated by Organizational Career Management. The standardized regression coefficient between PCA and OCB, controlling for Organizational Career Management, is in parentheses. Table 5.40 shows the effect of protean career attitude on OCB with the estimate in the absence of Mediator.

Table 5.40: Effect of Protean career Attitude on OCB with the estimate in the absence of a mediator

| | | | Standardized Regression weight | Estimate | S.E. | C.R. | P |
|------------|------|-----|--------------------------------|----------|------|-------|-----|
| OCB | <--- | PCA | .443 | .306 | .065 | 4.709 | *** |

This table shows the effect of protean career attitude on OCB in the presence of mediator variable (Organizational Career Management).

Table 5.41: Effect of Protean career Attitude on OCB in the presence of mediator variable (Organizational Career Management)

| | | | Standardized Regression weight | Estimate | S.E. | C.R. | P |
|------------|------|-----|--------------------------------|----------|------|-------|------|
| OCM | <--- | PCA | .435 | .590 | .113 | 5.224 | *** |
| OCB | <--- | PCA | .191 | .127 | .051 | 2.486 | .013 |
| OCB | <--- | OCM | .543 | .266 | .053 | 5.013 | *** |

It is evident from the table that in the presence of the mediator variable (OCM), the impact of PCA on OCB is still significant (.013). In this case, the mediator variable Organizational Career Management partially mediates the relationship between PCA and OCB. Thus Hypothesis 14, stating that Organizational Career Management mediates the relationship between PCA and OCB, is supported and accepted. The results show that OCM is essentially imperative in the sustenance of OCB among employees with protean career orientation. The acceptance of hypothesis shows that the OCB of employees with protean career orientation is shaped by OCM.

5.7. Moderation Analysis

Moderation analysis is used to check if any variable affects the strength of relationship between the endogenous and exogenous variables (Hayes, 2013).

A moderation analysis was used to investigate whether demographic characteristics moderate the relationship between PCA and Organizational Citizenship Behavior. Conceptually, moderation analysis is used to find whether the moderator variable affects the strength of the relationship between two variables (Wu & Zumbo, 2008). Statistically, the moderator is an interaction effect within the multiple regression.

Moderating effects of demographic characteristics of data in the relationship between PCA and OCB

H15. The relationship between PCA and OCB is significantly moderated by gender.

5.7.1 Moderation Effects of Gender

The study's objective was formulated to determine the moderating role of gender on the relationship between PCA and OCB. To achieve this objective, moderation test was done by using a bootstrapping technique in SEM using AMOS. A multi-group moderation technique using critical ratios is used for the same, splitting the moderator variable into subgroups. In the study, the two subgroups of the moderator variables are male and female. The results of the moderation analysis are presented in Table 5.42 below

Table 5.42: Results of the moderation analysis (Gender as a moderator)

| Dependent | Gender(Grouping variable) | Independent variable | Estimates | S.E. | Critical Ratio | P-value |
|-----------|---------------------------|----------------------|-----------|------|----------------|---------|
| OCB | Male | PCA | .397 | .083 | 4.760 | *** |
| OCB | Female | PCA | .428 | .185 | 2.314 | .021 |

Table 5.43: Critical Ratios for Differences between Parameters (Default model)

| | par_1 | par_2 | par_3 | par_4 | par_5 | par_6 |
|-------|-------|-------|--------|--------|-------|-------|
| par_1 | .000 | | | | | |
| par_2 | .154 | .000 | | | | |
| par_3 | 9.919 | 9.909 | .000 | | | |
| par_4 | 9.940 | 9.934 | 2.278 | .000 | | |
| par_5 | 7.067 | 7.056 | -3.020 | -4.828 | .000 | |
| par_6 | 7.128 | 7.126 | 3.580 | 2.228 | 4.917 | .000 |

In the case of gender, the p-value for both males and females is significant. The calculated z value is .154 (Table 5.43) and is less than 1.96 (table value of z). Therefore, the results confirmed no group difference for each sub-group.

Therefore, null hypothesis is not supported. Hence, it can be inferred that the relationship between PCA and OCB is not influenced by gender.

H16. The relationship between PCA and OCB is significantly moderated by age

5.7.2. Moderation effects of age

The study's objective was formulated to determine the moderating role of age on the relationship between PCA and OCB. To achieve this objective, moderation test was done by using a bootstrapping technique in SEM using AMOS. A multi-group

moderation technique using critical ratios is used for the same, splitting the moderator variable into subgroups. In the study, the four subgroups of moderator variable are age less than 30 years, age between 30-40 years, age between 40-50 years, and age 50 years and above. The results of the moderation analysis are presented in Table 5.44.

Table 5.44: Results of the moderation analysis (Age as a moderator)

| Dependent | Age(Grouping variable) | Independent variable | Estimates | S.E. | Critical Ratio | P-value |
|-----------|------------------------|----------------------|-----------|------|----------------|---------|
| OCB | 20-30 years | PCA | .560 | .098 | 5.695 | *** |
| OCB | 30-40 years | PCA | .115 | .163 | .709 | .479 |
| OCB | 40-50 years | PCA | .395 | .290 | 1.362 | .173 |
| OCB | 50 years above | PCA | .206 | .257 | .802 | .423 |

Table 5.45: Critical ratios for differences between parameters (Default model)

| | par_1 | par_2 | par_3 | par_4 | par_5 | par_6 | par_7 | par_8 | par_9 | par_10 | par_11 |
|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--------|
| par_1 | .000 | | | | | | | | | | |
| par_2 | -2.4 | .000 | | | | | | | | | |
| par_3 | -.54 | .840 | .000 | | | | | | | | |
| par_4 | -1.3 | .298 | -.49 | .000 | | | | | | | |
| par_5 | 10.214 | 10.3 | 10.2 | 10.28 | .000 | | | | | | |
| par_6 | 10.284 | 10.3 | 10.2 | 10.32 | 4.81 | .000 | | | | | |
| par_7 | 5.599 | 5.64 | 5.61 | 5.637 | .574 | -3.34 | .000 | | | | |
| par_8 | 5.626 | 5.65 | 5.63 | 5.649 | 2.60 | -3.87 | 2.01 | .000 | | | |
| par_9 | 2.591 | 2.62 | 2.60 | 2.614 | -3.33 | -3.03 | -.623 | -2.16 | .000 | | |
| par_10 | 2.596 | 2.62 | 2.60 | 2.616 | .062 | -2.38 | -.233 | -1.73 | .275 | .000 | |
| par_11 | 1.977 | 1.98 | 1.98 | 1.983 | 1.23 | .431 | 1.13 | .533 | 1.28 | 1.170 | .000 |
| par_12 | 1.969 | 1.98 | 1.97 | 1.980 | .542 | -9.55 | .350 | -.696 | .643 | .446 | -.845 |

In the case of age, the p-value for all the age groups except 20-30 years is insignificant. Since the calculated z value in all age group comparisons is more than 1.96 (table value of z), the null hypothesis is accepted. Hence, it can be inferred that the relationship between PCA and OCB is influenced by age.

H17 The relationship between PCA and OCB is significantly moderated by tenure.

5.7.3. Moderation Effects of Tenure

The study's objective was formulated to determine the moderating role of the tenure of stay in the organization on the relationship between PCA and OCB. To achieve this objective, moderation test was done by using a bootstrapping technique in SEM using AMOS. A multi-group moderation technique using critical ratios is used for the same, splitting the moderator variable into subgroups. The study's four subgroups of moderator variables are one-two years, two-five years, five-ten years, and ten years and above.

The results of the moderation analysis are presented in Table 5.46.

Table 5.46: Result of the moderation analysis (Tenure as a moderator)

| Dependent | Tenure (Grouping variable) | Independent variable | Estimates | S.E. | Critical Ratio | P-value | |
|-----------|----------------------------|----------------------|-----------|------|----------------|---------|-------|
| OCB | Less than one year | PCA | .782 | .134 | 5.845 | *** | par_1 |
| OCB | one-two years | PCA | .661 | .225 | 2.935 | .003 | par_2 |
| OCB | two-five years | PCA | .288 | .166 | 1.732 | .083 | par_3 |
| OCB | 5 years and above | PCA | .031 | .152 | .202 | .840 | par_4 |

Table 5.47: Critical Ratios for Differences between Parameters (Default model)

| | par_1 | par_2 | par_3 | par_4 | par_5 | par_6 | par_7 | par_8 | par_9 | par_10 | par_11 |
|--------|-------|--------|--------|-------|-------|--------|-------|--------|-------|--------|--------|
| par_1 | .000 | | | | | | | | | | |
| par_2 | -.46 | .000 | | | | | | | | | |
| par_3 | -2.3 | -1.331 | .000 | | | | | | | | |
| par_4 | -3.70 | -2.319 | -1.142 | .000 | | | | | | | |
| par_5 | 7.409 | 7.428 | 7.504 | 7.555 | .000 | | | | | | |
| par_6 | 7.489 | 7.500 | 7.536 | 7.561 | 3.477 | .000 | | | | | |
| par_7 | 4.900 | 4.916 | 4.972 | 5.010 | -.516 | -3.593 | .000 | | | | |
| par_8 | 4.971 | 4.977 | 4.999 | 5.014 | 2.685 | .407 | 2.840 | .000 | | | |
| par_9 | 6.241 | 6.257 | 6.315 | 6.354 | .448 | -2.959 | .856 | -2.411 | .000 | | |
| par_10 | 6.308 | 6.315 | 6.340 | 6.358 | 3.571 | .873 | 3.701 | .333 | 3.217 | .000 | |
| par_11 | 4.917 | 4.925 | 4.948 | 4.964 | 2.428 | .015 | 2.598 | -.338 | 2.135 | -.715 | .000 |
| par_12 | 4.923 | 4.930 | 4.950 | 4.965 | 2.743 | .547 | 2.894 | .128 | 2.482 | -.187 | .463 |

In the case of tenure, the p-value for less than one year and one-two years is significant whereas, for the other two categories; they are insignificant. Since the calculated z value for comparisons except for one-two year and two-five years is more than 1.96 (table value of z). Therefore, the relationship between PCA and OCB is not broadly influenced by the tenure of stay in the organization.

H18 The relationship between PCA and OCB is significantly moderated by experience.

5.7.4. Moderation Effects of Experience

The study's objective was formulated to determine the moderating role of experience on the relationship between PCA and OCB. To achieve this objective moderation test was done by using a bootstrapping technique in SEM using AMOS. A multi-group

moderation technique using critical ratios is used for the same, splitting the moderator variable into subgroups. In the study, the four subgroups of the moderator variable have an experience of fewer than five years, experience of five-ten years, and experience above ten years. The results of the moderation analysis are presented in Table 5.48.

Table 5.48: Results of the moderation analysis (Experience as a moderator)

| Dependent | Experience (Grouping variable) | Independent variable | Estimates | S.E. | Critical Ratio | P-value | |
|-----------|--------------------------------|----------------------|-----------|------|----------------|---------|-------|
| OCB | Less than five years | PCA | .590 | .109 | 5.401 | *** | par_1 |
| OCB | Five-ten years | PCA | .257 | .167 | 1.540 | .124 | par_2 |
| OCB | Ten years and above | PCA | .163 | .159 | 1.027 | .305 | par_3 |

Table 5.49: Critical Ratios for Differences between Parameters (Default model)

| | par_1 | par_2 | par_3 | par_4 | par_5 | par_6 | par_7 | par_8 | par_9 |
|-------|--------|-------|-------|--------|--------|-------|-------|-------|-------|
| par_1 | .000 | | | | | | | | |
| par_2 | -1.672 | .000 | | | | | | | |
| par_3 | -2.210 | -.405 | .000 | | | | | | |
| par_4 | 8.869 | 8.929 | 8.947 | .000 | | | | | |
| par_5 | 8.924 | 8.956 | 8.965 | 3.835 | .000 | | | | |
| par_6 | 6.553 | 6.618 | 6.638 | -2.025 | -5.183 | .000 | | | |
| par_7 | 6.626 | 6.653 | 6.661 | 2.554 | -.633 | 3.693 | .000 | | |
| par_8 | 4.832 | 4.856 | 4.863 | 1.411 | -1.309 | 2.402 | -.682 | .000 | |
| par_9 | 4.840 | 4.859 | 4.865 | 1.985 | -.439 | 2.824 | .065 | .637 | .000 |

In the case of experience, the p-value is significant for the experience of fewer than five years; the rest are insignificant. Since the calculated z value for comparisons between the first and

second groups is -1.672, which is less than 1.96 (table value of z), it can be concluded that the relationship between PCA and OCB is not broadly influenced by experience.

CHAPTER 6

FINDINGS AND DISCUSSION

This chapter presents the significant findings of the study. It sets up the locus of the study in the context of other studies in the area of Protean career attitude, OCB, and Organizational Career Management. The study examined the dimensions of PCA, OCB, and employees' perception of Organizational Career Management. For this, first the hypotheses testing results are presented and then an effort is made to delve into the theoretical reasons of the findings by placing the results of the study in context of the previous studies.

Broadly, this research examined if there is any significant difference in the PCA, OCB, and perception toward OCM of the employees, based on the demographic variables such as age, gender, tenure and experience of employees. It also sought to find the association between demographic variables and the constructs under study (PCA, OCB, perception toward OCM of the employees). Furthermore, the relationship between PCA and OCB was examined, which was then followed by investigating the presence of OCM in the PCA-OCB relationship and examining the moderating role of demographic variables in the PCA -OCB relationship.

The study was undertaken on the sample size of 305 middle-level managers working in the IT sector, telecommunication services, financial services, banking services, and consultancy organizations in India. The scope of the study is limited to India only. For this, the hypotheses were tested, and the results are presented in the study. The study discusses the reasons gauging the theoretical underpinnings and findings of the study. This chapter discusses the summary of findings and hypotheses

6.1. Summary of the Findings and Discussion

Based on the objectives, 18 hypotheses were formulated. There were four age groups considered for the study, viz. 20-30 years; 30-40 years ; 40-50 years, and 50 years-above. The study found that there exists a significant difference in the PCA of employees based on age. The employees in the age group of 20-30 years demonstrated the highest PCA as compared to other groups. The results indicate a negative yet significant association between protean career and age, which shows that as age increases, the protean career orientation of employee decreases. The results are consistent with the study by Briscoe *et al.* (2006) which shows a positive association between value-driven aspect of protean attitude and age and espoused that older employees are driven by society's values and are conducted and governed by a moral compass and hence are less self – directed. However, the results are inconsistent with the findings of Warr (2020), which asserted that individuals become less adaptable as the they age, which advocates the negative association between protean career attitude and age.

The study found that OCB does not vary significantly across the groups based on age. However, there was a significant association found between age and OCB, which indicates that as employees age, their OCB increases. The study's results also highlight that employees in the age group of 40-50 years demonstrate the highest Organizational Citizenship Behavior. This finding is consistent with the findings of Saleem *et al.* (2017) and the study by Mehanaz *et al.* (2013) that indicated that employees' OCB is impacted by age. The results are also consistent with the study by Yung and Pearson (2011), which highlighted that OCB levels increase as employees advance in age. The

study by Young and Pearson (2011) was conducted on IT employees. Our sample is also tilted toward the IT sector (N=122 out of 305 responses)

The results indicate no significant difference in the mean score of employees' perception based on age. Also, there was a significant association between OCM and age. It was also found that employees' perception of Organizational Career Management was the most positive among the age group of 20-30 years. It shows that employees want to be in the driving seat of their career trajectory at a younger age. The study's findings are consistent with the findings of Crabtree (1999) who opined that there is no significant difference in perception of employees about the career management practices based on age. This is completely in time with the conclusion that fixed career paths of traditional career management systems are losing their relevance in today's downsized and restructured organization (Souerwine, 1992; Walker, 1992).

The female employees had slightly higher mean score of PCA than the male employees due to more value drive of the female employees as compared to their male counterparts. However, when the difference between mean scores of PCA based on the gender of employees was examined, the results indicated that PCA among the employees does not vary significantly across the groups based on gender. The findings are consistent with the study by Hall (2004) who claimed that PCA does not vary significantly across the groups based on gender (Hall, 2004). The results differ with the study by Briscoe *et al.* (2006) wherein it was opined that there is no influence of gender on any of the dimensions of PCA.

The difference between mean scores of OCB levels based on the gender of employees was examined, and the results indicated that OCB among the employees

does not vary significantly across the groups based on gender. Some research studies show that men are inclined toward exhibiting higher OCB (Gao, 2019), whereas some studies show that female employees exhibit higher OCB (Popescu *et al.*, 2014). However, the findings of this study are consistent with the findings of Dirican & Edril (2016) which found no significant difference among the genders to manifest OCB.

The study found that perception of employees toward the Organizational Career Management was slightly higher among female employees with a mean score of 11.16, followed by male employees with a mean score of 11.01. But, when the difference between the mean score was examined, it was found that OCM does not vary significantly across the groups based on gender. Both the genders experience different roles both in their jobs and in life (Colley & Comber, 2003). The varied nature of employment and occupations makes individuals look for their choices in terms of their careers (Yildis *et al.*, 2015). Since, the organization of today do whatever they can, to reduce the disparity with respect to the career management and equalise the experiences of employees in their job irrespective of their gender, therefore, it seems reasonable to conclude that OCM does not vary significantly across the groups based on gender

The employees with a tenure of 1-2 years exhibited the highest PCA as compared to the other groups. This finding is in line with the study by Onay & Ataseven (2010), who found that employees who have tenure of less than 1 year in the organization demonstrate proactivity in their personality whereas the employees with one to five years of tenure in the organization are more open to experiences and exhibit self-directedness; mobility, boundaryless mindset. Since, these are the characteristics of the protean careerists and therefore, the employees with higher tenure of stay exhibit more

protean career attitude. On examining, if PCA among the employees vary significantly across the groups based on the tenure of stay, it was found that there was no significant difference.

The employees with a tenure (of stay in the organization) of more than five years demonstrated the highest Organizational Citizenship Behavior as compared to the other groups under study. However, OCB among the employees does not vary significantly across the groups based on employees' tenure of stay (in the present organization). The study results also found that tenure has a significant association with OCB, which indicates that as the tenure increases, the OCB of employees also increase. The findings are consistent with the study by Salami (2008), who espoused that age and tenure significantly impact the OCB. A study by Mohammad et al. (2010) further supported the significant association of tenure and Organizational Citizenship Behavior. An individual's overall work experience can lead to Organizational Citizenship Behavior owing to satisfaction in the organization. Turnipseed and Murkison (2000) and Salancik (1977) espoused that length of time in the organization is directly related to positive feelings toward one's employer and these feelings may result in some level of OCB.

Employees' perception of Organizational Career Management was the highest among the employees with less than one-year tenure. The result also shows that the perception of employees toward Organizational Career Management varies significantly across the groups based on the tenure of stay (in the present organization) of employees. As the employees' commitment and attachment toward their organization increases, as a result of their length of stay in the organization, therefore it is statistically proved that their perception of OCM practices differs based on their tenure of stay.

The employees with experience of five-ten years exhibited the highest PCA as compared to other groups. It was also found that PCA among the employees varies significantly across the groups based on employees' experience. The results also show that experience of the employee has an inverse relationship with PCA which indicate that as the employees' experience increase, they tend to show lesser PCA as compared to the other counterparts.

The employees with the experience of five to ten years demonstrated the highest Organizational Citizenship Behavior as compared to the other groups. The results also show that OCB varies significantly across the groups based on employees' experience. The findings are in line with the claim by Kumar and Giri (2009) stating that more work experience tends to raise the commitment of an individual toward the organization to a large extent. Also, it is consistent with the findings of Feng and Tsai (2012) stating that learning by doing helps the new incumbents transition from the overwhelming state to becoming an insider. The work experience of the employees positively impacts their satisfaction at work (Sturman, 2003). The findings are in sync with Tesluk and Jacob's (1998) integrated model to demonstrate how work experience increases job performance and can further lead to higher OCB, and the findings of Van Dyne *et al.* (1994) and Wanxian and Weiwu (2006). Their results indicated that a long period of working experience in the organizations leads to higher performance of employees. Moreover, their results indicated that those employees who were more than 50 years of age showed a higher level of OCB. The results are also consistent with the study by Yung and Pearson (2011), which highlighted that OCB levels increase as employees advance in age. The study was conducted on IT employees. Our sample is also tilted toward the IT sector (N=122 out of 305 responses).

Employees' perception of Organizational Career Management was the highest among the employees with experience of five-ten years. Increasing job flexibility and disjointedness in unsaid employment contracts have emanated new concerns for both the scholars and practitioners involved in understanding the essence of individual psychological contracts and their effects (Guest, 2004). Traditional employment contracts and relationships that were compensated by job security and steadiness, are now superseded by relationships wherein employees perform only if career management and development initiatives are taken care of (Arthur, 1994). The results of this study are consistent with the new literature suggesting that employees' mobility patterns are becoming too diverse with the focus of employees engaging in lateral job change and flexibility in career (Lyons, 2005).

The most significant finding of the study is that PCA has a positive impact on OCB and that Organizational Career Management partially mediates the relationship between PCA and OCB. It clearly states that OCM is essentially imperative in the sustenance of OCB among employees with protean career orientation. The acceptance of hypothesis shows that the OCB of employees with protean career orientation is shaped by OCM. Modern organizations play a significant role in developing one's career by providing them adequate support (Baruch, 2006). The career research by Redondo and Sparrow (2019) highlighted that employees with PCA demonstrated high commitment leading to more satisfaction in jobs and thus leading to low intention to quit. Moreover, research by Holtschlag & Reiche (2020) also highlighted that PCA among employees leads to low turnover intention among employees. The findings are completely in line with the findings of Kong *et al.* (2012) that highlighted the importance of career management in developing OCB (Kong *et al.*, 2012) and how the employee commitment improves with

the help of career management practices adopted by the organizations.

The results show that gender, tenure of stay (in the present organization), and employees' experience do not significantly moderate the relationship between PCA and OCB. However, age significantly moderates the relationship between PCA and OCB. The results are in line with the principle of reciprocity (Cialdini, 2001), which posits the positive association between attitude and OCB of employees. The rule of reciprocity holds that the employees who possess favorable attitude toward their jobs intend to reciprocate by paying back the organization. Since young employees possess more protean career attitude and protean careerists engage in OCB, age moderates the relationship between PCA and OCB.

Also, it was found that the overall level of OCB increases with an increase in the experience of employees.

Organizational support is positively associated with job performance and negatively linked with withdrawal behaviors, turnover, and absenteeism (Rhoades & Eisenberger, 2002). Cummings (2008) highlighted the importance of organizational support in goal accomplishments. This study's results would help organizations work on aspects of employee career management. Based on the empirical evidence of the study and literature review, organizations should invest more in career initiatives to help employees shape their careers. A few career strategies were studied in this research, viz—potential assessment of employees, development, and feedback. Since a plethora of research evidence demonstrates that career management leads to improved employee commitment, organizations should look into lucrative career management strategies. Career management would help organizations increase the commitment level of employees and certainly

enhance the OCB as OCB is said to be the outcome of employee commitment (Noor, 2009). In light of the study's findings, it is recommended that organizations focus on creating more intrapreneurship opportunities for employees so that they can unhesitantly pursue their self-driven and value-driven career goals. This would help them pursue their career interests and keep them away from counterproductive work behavior.

CHAPTER 7

CONCLUSION, IMPLICATIONS, LIMITATIONS AND SCOPE OF FUTURE RESEARCH

This chapter presents the conclusion of the study. It first presents the conclusion of the study. Secondly, the managerial and pragmatic implications of the study are discussed. Thirdly, the limitations of the study are presented. Finally, the scope for future research is discussed.

7.1. CONCLUSION

Globalization, digital revolution, and communication advances have revolutionized the job scenario. Consequently, this has led to changes in job design, which means critical adjustments in many ways for the employees (Burke & N.G., 2006). Employees are considered to be the most important assets of the organization as they serve as important links between the organization and external stakeholders. The growth of organization invariably depends upon the employees. It is seen that committed employees contribute to organization's productivity. However, in today's era where employees want to be the in-charge of their own life and career, enactment of OCB seems to be posing a challenge. While reviewing the literature, one of the gaps noticed was that the existing studies are either addressing the protean career attitude of employees or OCB. However, no research focused on finding the practical effect of PCA on OCB. The central conjuncture of the study thus, revolved around gaining an insight into the impact of PCA on OCB. Data from the employees working in middle level management positions was drawn for the study. Given the fact that today's era is witnessed by PCA, the OCB

can be a stimulant for driving positive behaviors among employees in realizing organizational goals (Rafie, 2017).

One of the most important findings of the study is that protean career attitude has a significant positive impact on Organizational Citizenship Behavior of employees.

Direnzo and Greenhaus (2011) emphasized that the employees today develop their career paths rather than relying upon the organizations and also that they derive satisfaction and benefits from the goals set for themselves (Weng & Mc. Elroy, 2012; Weng *et al.*, 2010). Looking at the tremendously positive results of Organizational Career Management on OCB, this research focused on strengthening the extant literature by examining the mediation effect of OCM on the protean career attitude and Organizational Citizenship Behavior relationship.

The sample for the study supported the model hypothesising the mediation impact of OCM in PCA-OCB relationship and confirmed the presence of OCM as a mediator in the PCA-OCB relationship. This means that if OCM practices are perceived well in the organization, it leads to protean careerists enact and observe OCB. This finding illuminated the role of OCM as a catalyst in the relationship between PCA and OCB. The results also posited that employees who perceived OCM positively are more likely to go beyond the call of duty to exhibit OCB. Thus, the study added significant perspectives to the existing literature that primarily focused on commitment, organizational support and employee satisfaction (Conway & Monks, 2009; Snape & Redman, 2010). The results can be instrumental in providing impetus to the organizations to focus on enhancing their productivity through evoking OCB among employees by working on effective career management strategies.

Drawing on the social exchange theory, this study investigated the moderating role of age, gender, experience and tenure in PCA-OCB relationship. The findings highlighted that age significantly moderated the relationship between PCA and OCB.

The study found the existence of higher OCB among the employees in the age group of 40-50 years. The employees in the age group of 20-30 years demonstrated the highest PCA. The perception of employees toward Organizational Career Management was the most agreed upon among the age group of 20-30 years. The female employees had more PCA than their male counterparts, and the perception of employees toward the organizational Career Management was slightly higher among females than males.

The employees with a tenure (of stay in the organization) of more than five years demonstrated the highest Organizational Citizenship Behavior, whereas employees with a tenure of 1-2years exhibited the highest PCA. Employees' perception of Organizational Career Management was the highest among the employees with less than one year tenure.

The employees with experience of five-ten years demonstrated the highest Organizational Citizenship Behavior and exhibited the highest PCA. Their perception of Organizational Career Management was also the highest as compared to their counterparts. It was also found that as employees' experience increases, their courteousness and conscientiousness also increase. It was found that the overall level of OCB increases with the increase in experience.

Therefore, it can be concluded that career management practices need to take center stage and have to be at the helm of the organization's priorities to ensure a culture of OCB enactment in the organization by protean cohorts.

The research has far-reaching managerial and pragmatic implications.

7.2. Implications of the Study

7.2.1. Managerial implications of the study

While there is a plethora of literature about PCA and OCB independently, their relationship in the Indian context is still elusive. This study is unique because it examines the mediating role of career management in the relationship between protean career attitude and OCB. Moreover, it fills the void in the literature by examining the moderating impact of demographic variables on the relationship between PCA and OCB. Such nature of the study had not received attention so far.

It will have implications in

1. **Structuring and designing the jobs:** The jobs may be structured in a way that a certain degree of autonomy and job variety is given to the employees so that they have the freedom to operate and make their own decisions at work. Structuring would empower the employees and satisfy their self-directedness and value drive at work.
2. **Compensation:** The study could also aid organizations in shaping compensation policies for the employees. While designing the compensation policy, the aspects related to value drive may be considered, and due emphasis may be placed on the development, feedback mechanism, and potential of employees.
3. **Recruitment and selection:** The magnitude of the career attitude of employees may be assessed right at the stage of recruitment and selection, and then the career strategies may be devised adequately to make sure the employees enact OCB.
4. **Training and Development:** Since the employees have an inner drive to grow in their career, their drive to continuously develop themselves would enable them to

enact OCB. Therefore, organizations should place due emphasis on training and development. In a study by Bolino and Turnley (2003), clear nexus between training and development and citizenship behavior is explained. Further, a study by Narang and Singh(2012) highlighted that training and development could help attain a positive attitude among employees.

5. Female employees exhibited higher level of PCA which can be attributed to several challenges they face at work due to the work-life balance. This necessitates the organizations to satisfy their urge of value drive and self-directed growth in their career. Hence, implementing good career development practices can help them enact OCB.

7.2.2. Pragmatic Implication of the study

The findings of the study have portents with several implications. The study confirms the significant effect of OCM on the relationship between PCA on OCB. This relationship can have several implications from an HR point of view.

The study results may be highly effective in designing the career path for the employees and devising effective career management strategies in terms of potential appraisal, career development, and feedback to retain the employees for long. The study may even effectively enhance the state of psychological contracts between employers and employees. It may be clubbed with understanding the intention to stay in the organization to arrive at some collaborative phenomenon to motivate and retain the employees.

OCB leads to open innovation in the workplace and enhanced employee performance (Naqshbandi *et al.*, 2016). If the employees' OCB is high, it can further lead to open innovation if they are allowed to carry out their intrapreneurial ventures within the ambit of focus of the organizational objective fulfilment, besides satisfying their inner urge of value drive and self-direction. A few qualities (self-motivated, action-oriented) of intrapreneurs match the protean career attitude existing among present-day employees. When motivated to take up their ventures from experience and be a part of the team, the intrapreneurs could be more effective at work. So, this career contour can be productive for enhancing the OCB among employees.

As the world is progressing toward a gig economy and more emphasis is paid by employees on the inner calling of their career, Intrapreneurship can answer many such questions that are hiding. As the Protean career attitude among the millennials is very high, the Protean career concept may be associated with the entrepreneurship attitude of employees.

This study can help policymakers to emphasize essential aspects such as the inclusion of potential assessments, feedback, and career development for strengthening the Organizational Career Management practices to cope with the present-day challenges of retention and motivation of the workforce in India. The focus on career management of the employees will further help improve the organizational climate without affecting dysfunctionality, which can help foster a healthy and conducive environment for employees to perform.

7.3. Significance of the Study

Organizations are constantly faced with challenges regarding Human resources in the organization. The study would present a new perspective on the Organizational Career Management practices to enhance OCB among protean cohorts, thus improving the productivity and performance of the employees. This study would significantly contribute to the existing literature, thereby helping the organizations reshape and re-plan their career management practices for employees.

The study is novel as it seeks to draw attention to the relationship between PCA and OCB among middle-level managers. It provides new perspectives to help employees with PCA enact OCB via Organizational Career Management.

7.4. Limitations of the Study

Despite due care being exercised with objectivity, a few limitations have plagued the study, thus needing caution to explain the outcomes obtained. First, the research was conducted on a sample of 305 employees, which is not large enough to explain and represent all the sectors but includes the peculiarities of select sectors. Secondly, the study was non-experimental and cross-sectional. Also, the data was static. A longitudinal study or experimental research might have shed light on causal inferences for the relationships reported here and would have added significant perspectives to the study. Thirdly, the study included the employees working in India, thus limiting the scope of study to the defined and limited geography.

7.5. Scope for Future Research

Future studies may corroborate the results drawn from this study in the context of brick and mortar institutions and cross-cultural context to validate the impact of the proposed model. It can add significant perspectives and thoughtful insights into the field.

Secondly, the researchers can add variables such as leader-management exchange, ostracism and cynicism in the organizations to understand their moderating role in PCA-OCB relationships.

Thirdly, studies can be conducted to find out which career management strategy can have a deeper impact on evoking OCB among the protean cohort.

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- Joshi, M., Maheshwari, G. C., & Yadav, R. (2021). The link between employee career orientation, career management practices, citizenship behaviour and gender: a moderated mediation model. *Kybernetes*. (SCIE; IMPACT FACTOR: 2.3)
- Joshi, M., Maheshwari, G. C., & Yadav, R. (2021). Understanding the moderation effect of age and gender on the relationship between employee career attitude and organizational citizenship behaviour: A developing country perspective. *Managerial and Decision Economics*. (SSCI; IMPACT FACTOR:.97)

List of Papers Accepted

- Understanding the nuances of disruptive career attitudes and mobility preferences of Indian Millennials (*IJPSPM*; *Inderscience* ; Scopus Cite Score:.9)
- Moderating role of Personal Attitude, Social Norms and Self efficacy on the relationship between Protean career pattern and Entrepreneurial orientation among students in India : A structural equation modelling approach. (*IJESB*; *Inderscience*; Scopus Cite score: 1.7)

**APPENDIX I
BIBLIOMETRIC DETAILS OF THE RESEARCH
PAPERS**

**AUTHORS PUBLISHING IN THE AREA OF PROTEAN CAREER
WITH TOTAL COUNT OF CITATIONS**

| Authors | Cited by |
|---|----------|
| Briscoe J.P., Hall D.T., Frautschy DeMuth R.L. | 472 |
| Fuller Jr. B., Marler L.E. | 449 |
| Briscoe J.P., Hall D.T. | 433 |
| De Vos A., Soens N. | 239 |
| Inkson K. | 151 |
| Briscoe J.P., Henagan S.C., Burton J.P., Murphy W.M. | 129 |
| Segers J., Inceoglu I., Vloeberghs D., Bartram D., Henderickx E. | 116 |
| Briscoe J.P., Finkelstein L.M. | 111 |
| Hess N., Jepsen D.M. | 103 |
| Clarke M. | 102 |
| McDonald P., Brown K., Bradley L. | 95 |
| Direnzo M.S., Greenhaus J.H., Weer C.H. | 92 |
| Bridgstock R. | 91 |
| Harley S., Muller-Camen M., Collin A. | 84 |
| Grimland S., Vigoda-Gadot E., Baruch Y. | 79 |
| Andresen M., Biemann T., Pattie M.W. | 78 |
| Altman Y., Baruch Y. | 76 |
| Tomlinson J., Baird M., Berg P., Cooper R. | 75 |
| Mcdonald K.S., Hite L.M. | 75 |
| Dowd K.O., Kaplan D.M. | 73 |
| De Vos A., Dries N. | 72 |
| Granrose C.S., Baccili P.A. | 71 |
| Cabrera E.F. | 65 |
| Chan K.Y., Ho M.H.R., Chernyshenko O.S., Bedford O., Uy M.A., Gomulya D., Sam Y.L., Phan W.M.J. | 64 |
| Sullivan S.E., Mainiero L. | 63 |
| Baruch Y. | 62 |
| Verbruggen M. | 59 |
| Sargent L.D., Domberger S.R. | 59 |
| Waters L., Briscoe J.P., Hall D.T., Wang L. | 58 |

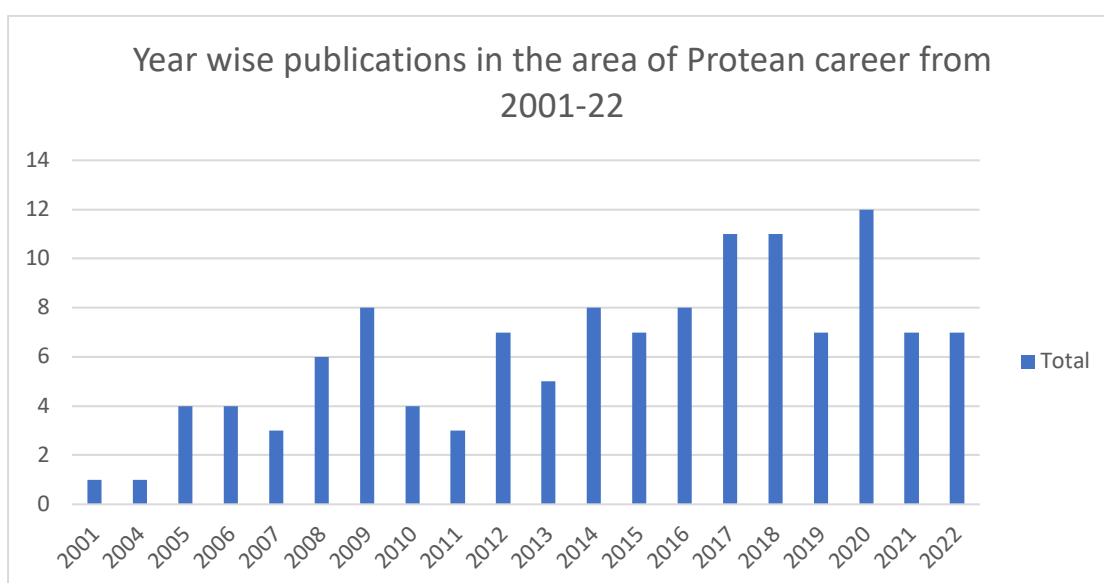
| | |
|---|----|
| Wolff H.-G., Moser K. | 58 |
| Çakmak-Otluoğlu K.T. | 55 |
| Lyons S.T., Schweitzer L., Ng E.S.W. | 51 |
| Cao L., Hirschi A., Deller J. | 51 |
| Herrmann A., Hirschi A., Baruch Y. | 47 |
| Cao L., Hirschi A., Deller J. | 45 |
| Garofano C.M., Salas E. | 45 |
| Macdermid S.M., Dean Lee M., Buck M., Williams M.L. | 45 |
| Gulyani G., Bhatnagar J. | 42 |
| Rodrigues R., Butler C.L., Guest D. | 41 |
| Baruch Y., Grimland S., Vigoda-Gadot E. | 40 |
| Chan K.Y., Uy M.A., Ho M.H.R., Sam Y.L., Chernyshenko O.S., Yu K.Y.T. | 37 |
| Lo Presti A., Pluviano S., Briscoe J.P. | 36 |
| Hall D.T., Kossek E.E., Briscoe J.P., Pichler S., Lee M.D. | 36 |
| Crowley-Henry M., Weir D. | 36 |
| Supeli A., Creed P.A. | 35 |
| Cappellen T., Janssens M. | 33 |
| Creed P., Macpherson J., Hood M. | 31 |
| Otto K., Dette-Hagenmeyer D.E., Dalbert C. | 29 |
| Bravo J., Seibert S.E., Kraimer M.L., Wayne S.J., Liden R.C. | 28 |
| Otto K., Dalbert C. | 28 |
| Böhmer N., Schinnenburg H. | 27 |
| Cerdin J.-L., Le Pargneux M. | 27 |
| Park Y., Rothwell W.J. | 26 |
| Hirschi A., Jaensch V.K., Herrmann A. | 25 |
| Minten S., Forsyth J. | 25 |
| Vigoda-Gadot E., Grimland S. | 24 |
| Li H., Ngo H.-Y., Cheung F. | 23 |
| Cortellazzo L., Bonesso S., Gerli F., Batista-Foguet J.M. | 22 |
| Wolf C. | 22 |
| Baruch Y., Wordsworth R., Mills C., Wright S. | 22 |
| Lin Y.-C. | 22 |
| Donnelly R. | 22 |
| Davis J., Wolff H.-G., Forret M.L., Sullivan S.E. | 21 |
| Marshall D.R., Gigliotti R. | 21 |
| Kim M., Beehr T.A. | 21 |
| Akkermans J., Keegan A., Huemann M., Ringhofer C. | 20 |
| Ngo H.-Y., Hui L. | 20 |
| Enache M., Sallan J.M., Simo P., Fernandez V. | 20 |
| Holtschlag C., Masuda A.D., Reiche B.S., Morales C. | 18 |

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|--|----|
| Li Y. | 18 |
| Redondo R., Sparrow P., Hernández-Lechuga G. | 17 |
| Hofstetter H., Rosenblatt Z. | 17 |
| Kuron L.K.J., Schweitzer L., Lyons S., Ng E.S.W. | 17 |
| Briscoe J.P., Hoobler J.M., Byle K.A. | 17 |
| McGinley S.P. | 16 |
| Park Y. | 16 |
| Breitenmoser A., Bader B., Berg N. | 15 |
| Rodrigues R., Butler C.L., Guest D. | 14 |
| Kostal J.W., Wiernik B.M. | 14 |
| Kaspi-Baruch O. | 14 |
| Baruch Y., Bhaskar A.U., Mishra B. | 13 |
| Stauffer S.D., Abessolo M., Zecca G., Rossier J. | 13 |
| Okurame D.E., Fabunmi R. | 13 |
| Kundi Y.M., Hollet-Haudebert S., Peterson J. | 12 |
| Lo Presti A., Elia A. | 12 |
| Abessolo M., Hirschi A., Rossier J. | 12 |
| Park Y. | 12 |
| Hirschi A., Koen J. | 11 |
| Wong S.C., Mohd Rasdi R., Abu Samah B., Abdul Wahat N.W. | 11 |
| Chaudhry S. | 10 |
| Baluku M.M., Löser D., Otto K., Schummer S.E. | 9 |
| Chui H., Li H., Ngo H.-Y. | 8 |
| Ng E.S.W., Gossett C.W., Chinyoka S., Obasi I. | 8 |
| Lo Presti A., Manuti A., Briscoe J.P. | 7 |
| Wong S.C., Mohd Rasdi R. | 7 |
| Heaton N., Ackah C. | 7 |
| Ayoobzadeh M. | 6 |
| Li C.S., Goering D.D., Montanye M.R., Su R. | 6 |
| Steiner R.S., Hirschi A., Wang M. | 6 |
| Duarte H., Lopes D. | 6 |
| Nishanthi H.M., Kailasapathy P. | 6 |
| Kiong T.P., Yin-Fah B.C. | 6 |
| Brotheridge C.M., Power J.L. | 6 |
| McGinley S., Line N.D., Wei W., Peyton T. | 5 |
| Baruch Y., Humbert A.L., Wilson D. | 5 |
| Hughes H., Hockey J., Berry G. | 4 |
| Lochab A., Nath V. | 4 |
| Gander M. | 4 |
| Hart D., Baruch Y. | 3 |

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|---|---|
| Haenggli M., Hirschi A., Rudolph C.W., Peiró J.M. | 3 |
| Övgü Çakmak-Otluoğlu K. | 3 |
| Han M.-C., Hwang P.-C. | 2 |
| Cordeiro H.T.D., de Albuquerque L.G. | 2 |
| Rahim N.B. | 2 |
| Khatri P., Raina K. | 2 |
| Korsakiene R., Smaliukiene R. | 2 |
| Gunasekara A., Bertone S., Almeida S., Crowley-Henry M. | 1 |
| Wong S.-C., Wee Y.-G. | 1 |
| Zhu L., Wang L. | |
| Tee P.K., Cham T.-H., Low M.P., Lau T.-C. | |
| Park Y., Lee J.G., Jeong H.J., Lim M.S., Oh M.-R. | |
| Kaushal P., Vashisht S. | |
| Rahim N.B. | |
| Sern M.L.C., Ho J.A., Sambasivan M., Yee W.F. | |

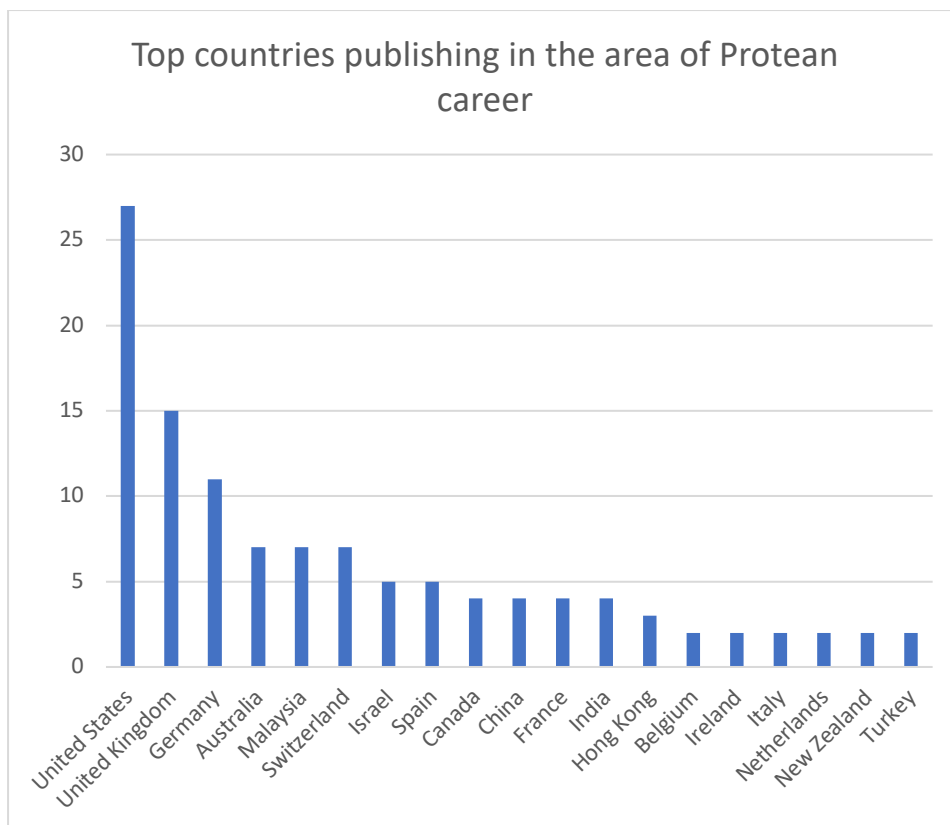
Year wise publications in the area of Protean career from 2001-22

| Year | Count |
|--------------------|------------|
| 2001 | 1 |
| 2004 | 1 |
| 2005 | 4 |
| 2006 | 4 |
| 2007 | 3 |
| 2008 | 6 |
| 2009 | 8 |
| 2010 | 4 |
| 2011 | 3 |
| 2012 | 7 |
| 2013 | 5 |
| 2014 | 8 |
| 2015 | 7 |
| 2016 | 8 |
| 2017 | 11 |
| 2018 | 11 |
| 2019 | 7 |
| 2020 | 12 |
| 2021 | 7 |
| 2022 | 7 |
| Grand Total | 124 |



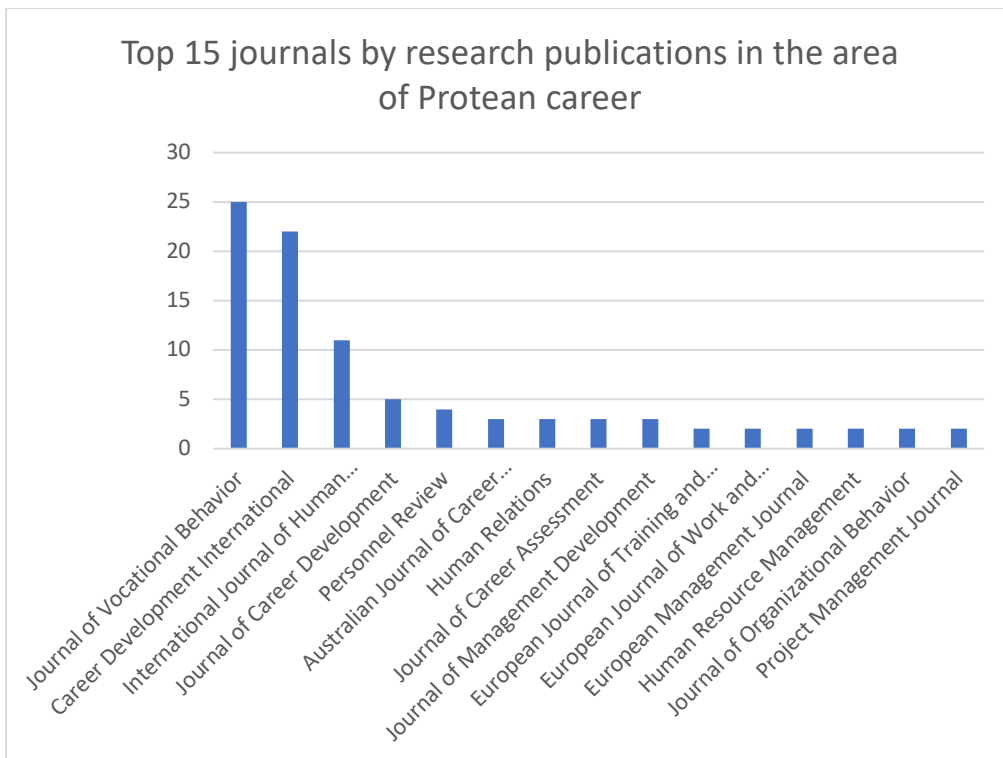
**TOP COUNTRIES PUBLISHING IN THE AREA OF
PROTEAN CAREER**

| COUNTRY/TERRITORY | COUNT |
|-------------------|-------|
| United States | 27 |
| United Kingdom | 15 |
| Germany | 11 |
| Australia | 7 |
| Malaysia | 7 |
| Switzerland | 7 |
| Israel | 5 |
| Spain | 5 |
| Canada | 4 |
| China | 4 |
| France | 4 |
| India | 4 |
| Hong Kong | 3 |
| Belgium | 2 |
| Ireland | 2 |
| Italy | 2 |
| Netherlands | 2 |
| New Zealand | 2 |
| Turkey | 2 |



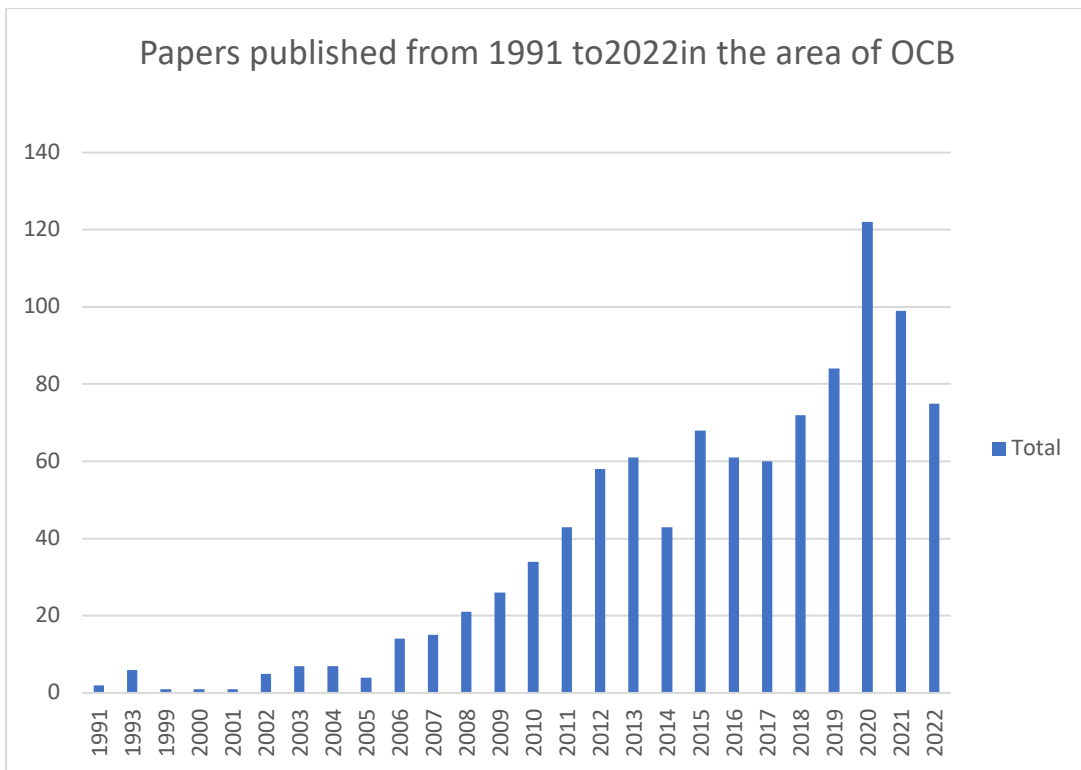
TOP 15 JOURNALS BY RESEARCH PUBLICATIONS IN THE AREA OF PROTEAN CAREER

| Journals | Nos. |
|---|-------------|
| Journal of Vocational Behavior | 25 |
| Career Development International | 22 |
| International Journal of Human Resource Management | 11 |
| Journal of Career Development | 5 |
| Personnel Review | 4 |
| Australian Journal of Career Development | 3 |
| Human Relations | 3 |
| Journal of Career Assessment | 3 |
| Journal of Management Development | 3 |
| European Journal of Training and Development | 2 |
| European Journal of Work and Organizational Psychology | 2 |
| European Management Journal | 2 |
| Human Resource Management | 2 |
| Journal of Organizational Behavior | 2 |
| Project Management Journal | 2 |



**PAPERS PUBLISHED FROM 1991 TO 2022 IN THE
AREA OF OCB**

| Row Labels | Count of Year |
|-------------|---------------|
| 1991 | 2 |
| 1993 | 6 |
| 1999 | 1 |
| 2000 | 1 |
| 2001 | 1 |
| 2002 | 5 |
| 2003 | 7 |
| 2004 | 7 |
| 2005 | 4 |
| 2006 | 14 |
| 2007 | 15 |
| 2008 | 21 |
| 2009 | 26 |
| 2010 | 34 |
| 2011 | 43 |
| 2012 | 58 |
| 2013 | 61 |
| 2014 | 43 |
| 2015 | 68 |
| 2016 | 61 |
| 2017 | 60 |
| 2018 | 72 |
| 2019 | 84 |
| 2020 | 122 |
| 2021 | 99 |
| 2022 | 75 |
| Grand Total | 990 |



TOP 100 AUTHORS IN THE AREA OF OCB WITH THE COUNT OF CITATIONS

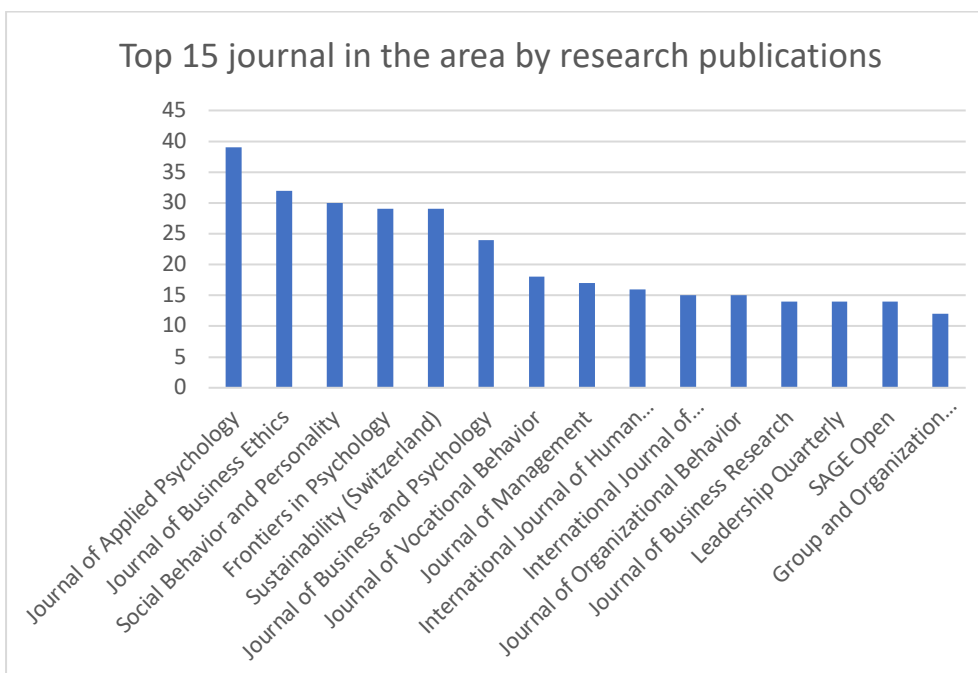
| Authors | Cited by |
|---|----------|
| Ilies R., Nahrgang J.D., Morgeson F.P. | 690 |
| Briscoe J.P., Hall D.T., Frautschy DeMuth R.L. | 472 |
| Walumbwa F.O., Hartnell C.A., Oke A. | 468 |
| Fuller Jr. B., Marler L.E. | 449 |
| Grant A.M., Mayer D.M. | 444 |
| Briscoe J.P., Hall D.T. | 433 |
| Messersmith J.G., Patel P.C., Lepak D.P., Gould-Williams J. | 378 |
| Halbesleben J.R.B., Harvey J., Bolino M.C. | 377 |
| Hoffman B.J., Blair C.A., Meriac J.P., Woehr D.J. | 357 |
| Graham J.W. | 341 |
| Kalshoven K., Den Hartog D.N., De Hoogh A.H.B. | 321 |
| Moorman R.H., Niehoff B.P., Organ D.W. | 314 |
| Riketta M. | 308 |
| Bogler R., Somech A. | 308 |
| Chiang C.-F., Hsieh T.-S. | 306 |
| Nadiri H., Tanova C. | 299 |
| Chen Z.X., Francesco A.M. | 241 |
| Eatough E.M., Chang C.-H., Miloslavic S.A., Johnson R.E. | 239 |
| De Vos A., Soens N. | 239 |
| Moorman R.H. | 234 |
| Halbesleben J.R.B., Wheeler A.R. | 233 |
| Daily B.F., Bishop J.W., Govindarajulu N. | 227 |
| Yoon M.H., Suh J. | 226 |
| Kim A., Kim Y., Han K., Jackson S.E., Ployhart R.E. | 220 |
| Bolino M.C., Hsiung H.-H., Harvey J., LePine J.A. | 207 |
| Bolino M.C., Klotz A.C., Turnley W.H., Harvey J. | 207 |
| Deckop J.R., Cirka C.C., Andersson L.M. | 204 |
| Chun J.S., Shin Y., Choi J.N., Kim M.S. | 198 |
| Ilies R., Fulmer I.S., Spitzmuller M., Johnson M.D. | 196 |
| Johnson S.K. | 195 |
| Podsakoff N.P., Podsakoff P.M., Mackenzie S.B., Maynes T.D., Spoelma T.M. | 194 |
| Kacmar K.M., Bachrach D.G., Harris K.J., Zivnuska S. | 191 |
| Newman A., Schwarz G., Cooper B., Sendjaya S. | 190 |
| Spector P.E., Bauer J.A., Fox S. | 189 |
| Alge B.J., Ballinger G.A., Tangirala S., Oakley J.L. | 188 |
| Shin Y. | 185 |

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| Meyer J.P., Stanley L.J., Parfyonova N.M. | 182 |
| Avey J.B., Palanski M.E., Walumbwa F.O. | 182 |
| Carpenter N.C., Berry C.M., Houston L. | 175 |
| Walz S.M., Niehoff B.P. | 170 |
| Karriker J.H., Williams M.L. | 169 |
| Venkataramani V., Dalal R.S. | 169 |
| Yun S., Takeuchi R., Liu W. | 164 |
| Johnson R.E., Lanaj K., Barnes C.M. | 160 |
| Cohen T.R., Panter A.T., Turan N., Morse L., Kim Y. | 159 |
| Bolino M.C., Turnley W.H., Niehoff B.P. | 158 |
| Wegge J., Van Dick R., Fisher G., Wecking C., Moltzen K. | 157 |
| Richards D.A., Schat A.C.H. | 152 |
| Inkson K. | 151 |
| Buil I., Martínez E., Matute J. | 145 |
| Pelozo J., Hassay D.N. | 145 |
| Piercy N.F., Cravens D.W., Lane N., Vorhies D.W. | 143 |
| Detert J.R., Burris E.R., Harrison D.A., Martin S.R. | 142 |
| Lin C.-P., Lyau N.-M., Tsai Y.-H., Chen W.-Y., Chiu C.-K. | 142 |
| Bergeron D.M., Shipp A.J., Rosen B., Furst S.A. | 140 |
| Raub S., Robert C. | 139 |
| Bragger J.D., Rodriguez-Srednicki O., Kutcher E.J., Indovino L., Rosner E. | 136 |
| Vigoda-Gadot E. | 135 |
| Paillé P., Boiral O. | 132 |
| Carter M.Z., Armenakis A.A., Feild H.S., Mossholder K.W. | 130 |
| Lamm E., Tosti-Kharas J., King C.E. | 129 |
| Briscoe J.P., Henagan S.C., Burton J.P., Murphy W.M. | 129 |
| Lamm E., Tosti-Kharas J., Williams E.G. | 127 |
| Walumbwa F.O., Wu C., Orwa B. | 126 |
| Wong Y.-T., Ngo H.-Y., Wong C.-S. | 125 |
| Webster J.R., Beehr T.A., Christiansen N.D. | 124 |
| Harris T.B., Li N., Kirkman B.L. | 122 |
| Turnipseed D.L. | 122 |
| Kim H.L., Rhou Y., Uysal M., Kwon N. | 121 |
| Binnewies C., Sonnentag S., Mojza E.J. | 121 |
| Shin Y., Sung S.Y., Choi J.N., Kim M.S. | 120 |
| Balliet D., Ferris D.L. | 118 |
| Rosen C.C., Chang C.-H., Johnson R.E., Levy P.E. | 117 |
| Finkelstein M.A., Penner L.A. | 117 |
| Norman S.M., Avey J.B., Nimnicht J.L., Pigeon N.G. | 116 |
| Segers J., Inceoglu I., Vloeberghs D., Bartram D., Henderickx E. | 116 |
| Fu H., Ye B.H., Law R. | 115 |

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|---|-----|
| Whittington J.L., Goodwin V.L., Murray B. | 114 |
| Burris E.R., Detert J.R., Romney A.C. | 113 |
| Bachrach D.G., Powell B.C., Collins B.J., Richey R.G. | 112 |
| Cohen A. | 111 |
| Briscoe J.P., Finkelstein L.M. | 111 |
| Raub S. | 109 |
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| Nielsen T.M., Hrivnak G.A., Shaw M. | 107 |
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| Tansky J.W. | 105 |
| Rapp A.A., Bachrach D.G., Rapp T.L. | 103 |
| Chen C.-Y., Yang C.-F. | 103 |
| Hess N., Jepsen D.M. | 103 |
| Clarke M. | 102 |
| Lülfes R., Hahn R. | 101 |
| Raub S., Robert C. | 101 |
| Korsgaard M.A., Meglino B.M., Lester S.W., Jeong S.S. | 101 |
| Yu C.-P., Chu T.-H. | 100 |
| Van der Vegt G.S., Van de Vliert E. | 100 |
| Newman A., Nielsen I., Miao Q. | 97 |
| Scott B.A., Judge T.A. | 97 |

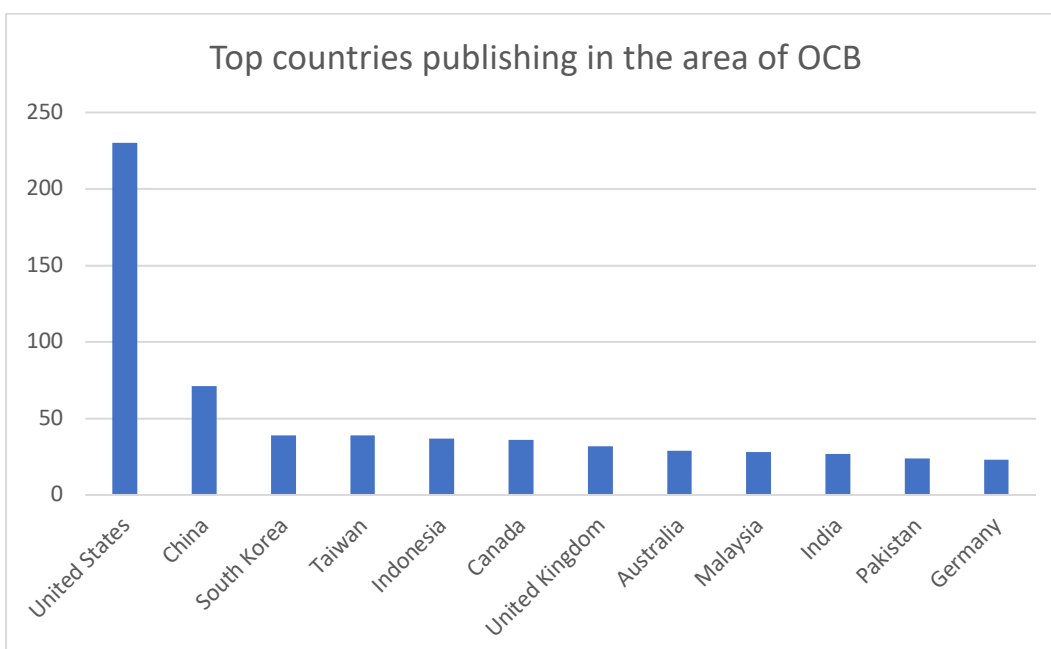
TOP 15 JOURNALS PUBLISHING IN THE AREA OF OCB

| Journal | No. of research papers in the area |
|---|------------------------------------|
| Journal of Applied Psychology | 39 |
| Journal of Business Ethics | 32 |
| Social Behavior and Personality | 30 |
| Frontiers in Psychology | 29 |
| Sustainability (Switzerland) | 29 |
| Journal of Business and Psychology | 24 |
| Journal of Vocational Behavior | 18 |
| Journal of Management | 17 |
| International Journal of Human Resource Management | 16 |
| International Journal of Hospitality Management | 15 |
| Journal of Organizational Behavior | 15 |
| Journal of Business Research | 14 |
| Leadership Quarterly | 14 |
| SAGE Open | 14 |
| Group and Organization Management | 12 |



TOP COUNTRIES PUBLISHING IN THE AREA OF OCB

| COUNTRY/TERRITORY | No. of research papers |
|-------------------|------------------------|
| United States | 230 |
| China | 71 |
| South Korea | 39 |
| Taiwan | 39 |
| Indonesia | 37 |
| Canada | 36 |
| United Kingdom | 32 |
| Australia | 29 |
| Malaysia | 28 |
| India | 27 |
| Pakistan | 24 |
| Germany | 23 |



Appendix -II

QUESTIONNAIRE FOR RESEARCH

Protean career attitude and work behaviour study

This study is being carried out to understand the employee attitude and approach towards work and career growth . I would highly appreciate your consent and valuable support to participate in the survey.

Your cooperation is highly solicited.

The purpose of this research is purely academic. The information provided by you will be kept confidential and will be strictly used only for the research purpose. To respond to the statements that follow, please indicate your agreement or disagreement with the entire statement using the multiple options given.

Kindly spare a few minutes to answer the questions below.

* Required

1. Name *

2. Contact No. *

3. Email Address *

Skip to question 4

4. Age *

Mark only one oval.

- 20-30 years
 30-40 years
 40-50 years
 More than 50 years

5. Name of the Organisation working for *

6. Tenure of stay in the present organisation *

Mark only one oval.

- Less than 1 year
- 1-2 years
- 2-5 years
- More than 5 years
- Other: _____

7. Gender *

Mark only one oval.

- Female
- Male
- Other: _____

8. Total Experience *

Mark only one oval.

- Less than 5 years
- 5-10 years
- 10 years and above
- Other: _____

9. Designation in the serving organisation *

10. When development opportunities have not been offered by my company, I've sought them out on my own. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

11. I am responsible for my success or failure in my career *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

12. Overall, I have a very independent, self-directed career *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

13. Freedom to choose my own career path is one of my most important values. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

14. I am in charge of my own career. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

15. Ultimately, I depend upon myself to move my career forward. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

16. Where my career is concerned, I am very much "my own person." *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

17. I navigate my own career, based on my personal priorities, as opposed to my employer's priorities. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

18. It doesn't matter much to me how other people evaluate the choices I make in my career *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

19. I'll follow my own conscience if my company asks me to do something that goes against my values. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

20. What I think about what is right in my career is more important to me than what my company thinks *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

21. In the past I have sided with my own values when the company has asked me to do something I don't agree with. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

22. I seek job assignments that allow me to learn something new *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

23. I would enjoy working on projects with people across many organizations. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

24. I like tasks at work that require me to work beyond my own department. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

25. I enjoy working with people outside of my organization *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

26. I enjoy jobs that require me to interact with people in many different organizations. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

27. I have sought opportunities in the past that allow me to work outside the organization. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

28. I am energized in new experiences and situations. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

29. I like the predictability that comes with working continuously for the same organization. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

30. I would feel very lost if I couldn't work for my current organization. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

31. I would feel very lost if I couldn't work for my current organization. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

32. I prefer to stay in a company I am familiar with rather than look for employment elsewhere. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

33. If my organization provided lifetime employment, I would never desire to seek work in other organizations. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

34. If I get my ideal career I would work for only one organization. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

35. I help others who have heavy workloads. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

36. I am the classic “squeaky wheel” that always needs greasing *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

37. I believe in giving an honest day's work for an honest day's pay. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

38. Strongly disagree consume a lot of time complaining about trivial matters. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

39. I try to avoid creating problems for co-workers. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

40. I keep abreast of changes in the organization. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

41. I tend to make "mountains out of molehills". *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

42. I consider the impact of my actions on co worker *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

43. I attend meetings that are not mandatory, but are considered important. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

44. I am always ready to lend a helping hand to those around me. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

45. I attend functions that are not required, but help the company image. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

46. I read and keep up with organization announcements, memos, and so on. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

47. I help others who have been absent. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

48. I do not abuse the rights of others. I willingly help others who have work related problems *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

49. I always focus on what's wrong, rather than the positive side. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

50. I take steps to try to prevent problems with other workers *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

51. My attendance at work is above the norm. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

52. I always find fault with what the organisation is doing *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

53. I am mindful of how my behavior affects other people's jobs. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

54. I do not take extra breaks *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

55. I obey company rules and regulations even when no one is watching. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

56. I help orient new people even though it is not required *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

57. I am one of the most conscientious employees. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

58. My organization takes adequate measures to ensure that I maximize my career potential *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strongly agree |

59. My boss encourages me to develop my own ideas *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | strongly agree |

60. My organisation is fair in the way in which they administer pay. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | strongly agree |

61. I believe my organisation considers my potential rather than the performance alone *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | strongly agree |

62. I believe the feedback given to me by my organisation to develop myself in career helps me *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | strongly agree |

63. My organisation provides me the adequate opportunities to develop my career *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Strongly disagree | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | strongly agree |

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