Career Transition Management as a Strategy for Successful Career - A Study in the Indian Context

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By

K. Madhavi

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Under the Supervision of

Prof. V.SITA

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UNIVERSITY OF HYDERABAD

Hyderabad - 500046

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1. Organizational and Individual Determinants of Sustainable Career Development: A study of Indian IT Industry, 4th International Conference on HRM (ICHRM, 2017) IBS, 10-11th November, 2017, International conference, Hyderabad
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Research Supervisor
Prof. V. Sita

Dean
Prof.Jyothi

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(K. Madhavi)

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Abbreviations

AGFI	Adjusted Goodness of Fit Index
AI	Autonomy and Independence
ANDA	Abbreviated New Drug Applications
ANOVA	Analysis of Variance
ASA	Attraction Selection Attrition
AVE	Average Variance Extracted
AVE	Average Variance Explain
BPM	Business Process Management
BPO	Business Process Outsourcing
C	Confidence
CA	Career Anchors
CAGR	Compounded Annual Growth Rate
CAST	Career Active System Trait
CB-SEM	Co-variance Based Structural Equation Modeling
CDM	Career Decision Making Model
CDMSE	Career Decision Making Self Efficacy
CDT	Career Development Theories
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CI	Confidence Interval
CII	Confederation of Indian Industry
CIPD	Charted Institute of Personnel and Development
CIPM	Cognitive Information Process Model
CL	Culture of Learning
CMS	Career Management Systems
COI	Career Orientation Inventory
CR	Construct Reliability
CR	Composite Reliability
CRISIL	Credit Rating Information Services of India
CS	Career Success
CSAVE	Communication Analysis Synthesis Valuing and Execution
CSE	Core Self Evaluation
CSO	Centre Statistical Organisation
CTI	Career Transition Inventory
CTM	Career Transition Management
DI	Decision Independence
DIPP	Department of Industrial Policy and Promotion
DSA	Direct Selling Agents
EC	Entrepreneur Real Creativity

EFA	Exploratory Factor Analysis
EM	Expectation maximization
EY	Ernst Young
FCCI	The Federation of Indian Chambers of Commerce and Industry
FGD	Focused Group Discussions
FRI	Foreign Direct Investment
FY	Financial Year
GDP	Gross Domestic Product
GDT	General Developmental Theories
GFI	Goodness of Fit Index
GMC	General Managerial Capability
Hn	Hypotheses
HRD	Human Resource Development
HRM	Human Resource Management
IBEF	India Brand Equity Foundation
ICC1	Interclass correlation
ICC2	Inter-rater reliability
ICM	Individual Career Management
IGDR	Indira Gandhi India Development Report
IMF	International Monitory Fund
IT	Information Technology
ITES	Information Technology Enabled services
KCM	Kaleidoscope Career Management
KMO	Kaiser Meyer Olkin Measure
LOC	Locus of Control
LS	Life Style
LSD	Least Square Differences
MAR	Missing At Random
MCAR	Missing Completely At Random
MDCP	Multi Directional Career Patterns
MVA	Missing Values Analysis
MVS	My Vocational Situation
NASSCOM	The National Association of Software and Services Companies
NCDA	National Career Development Association
NEU	Neuroticism
NFI	Normal Fit Index
OCB	Organizational Citizenship behavior
OCM	Organisation Career Management
OF	Organisational Factors
OTC	Over The Counter
PC	Pure Challenge
PCA	Principal Component analysis
PCC	Protean Career Concept
PCO	Protean Career Orientation

PCP	Protean Career Path
PIB	Press Information of Bureau
PLS-SEM	Partial Least Square- Structural Equation Modeling
POS	Perceives Organisation Support
POT	Process Oriented Theories
PSS	Perceived Supervisor Support
PWC	Price Water Coopers
R	Readiness
RBI	Reserve Bank of India
RMR	Root Mean Residual
RMSE	Root Mean Square Error of Approximation
RMSEA	Root Mean Square Error Approximation
SCCT	Social Cognitive Career Theory
SCT	Self-Concept Theories
SDCM	Self-Directed Career Management
SE	Security and Stability
S-Eff	Self-Efficacy
SEM	Structural Equation Modeling
SEM	Structural Equation Modeling
S-EST	Self Esteem
SET	Social Exchange Theory
SLT	Social Learning Theories
SMAC	Social, Mobility, Analytics, Cloud
SPSS	Statistical Package for Social Sciences
SPSS	Statistical Package for Social Sciences
SPT	Self-Perception Theory
SRMR	Standardized Root Mean Square Residual
SS	Social Service
TCM	Transition Cycle Model
TF	Technical Functional Capability
TLI	Tucker Lewis Index
TWA	Theory of Work Adjustment
VAF	Variance Accounted For
VIA	Values In Action
VTO	Voluntary Turnover

SYMBOL - NOTATIONS

%	Percentage
$\sqrt{}$	Square Root
H	Hypothesis
L	Loadings
$\dot{\alpha}$	Cronbach's Alpha
P	A probability value of significance level
f_2	Effect Size
Q_2	Predictive Relevance
Df	Degrees of freedom
c^2	Chi-Square
Δc^2	Change in Chi-square
SE	Standard Error
N	Number of observations
M	Mean
SD	Standard Deviation
SEB	Standardized Error of Beta
B	Standardized Beta Coefficient
C	Constant
R_2	Coefficient of determination
ß	Standardized Regression Weight
R^2	Squared Multiple Co-Relation
F	Fischers Statistic
CR	Correction Factor

Abstract

This study attempts to investigate the assumption that transitions are an active part of proactive self-directedcareer management by individuals in the contemporary work structures. It is believed that antecedents force individuals to take up the responsibility for managing careers amidst the dynamic and turbulent organizational conditions. The study presents the neccessity for taking up transitions as part of maintaining career portfolios in managing the careers for attaining career success by the individuals. Thus Career transition management isthe focal theme for current study. Transitions can occur either by choice or by chance. Based on a theoretical framework which integrated objective and subjective career success, proactive personality and self-concept, an empirical study has been conducted to identify the predictive potential of three key generalized factorsCore self-evaluation, Career Anchors and Organization variables on effective career transition management to ensure career success. Five relationships have been hypothesized from the identified variables.These are examined to evaluate their significance in facilitating Career Transition Management process to be successful in careers by those who come across/actively seek transition.

A multistage purposive sampling with snowball technique has been used to collect data. Measuring instrument was developed with 68 questions on predictors and 8 questions on demographics. The data collection methodology was implemented by distributing questionnairesthrough email, tele tracking and direct contact. A total of 1204 questionnaires circulated of which 499 questionnaires were finally useful from the five sectors (Banking, IT, Pharmaceutical, Infrastructure and Education) in Hyderabad, India accounting to a response rate of 41.44 %. The data thus collected was analysed. The descriptive analysis presented the sample profile in the form of tables and graphs. The exploratory factor analysis performed resulted in the generation of potential items and factorsfor the constructs which was based on the literature. Further, the reliability test and measurement model was tested using Cronbach alpha value and Confirmatory factor analysis. The reliability value above .7 achieved for each construct and thus accepted whereas CFA tested Goodness of fit indices and validity concerns. The result of Structural Equation Modeling, applied on the independent hypothesized relationships was accepted.Multiple regression analysis was then conducted to check the effect of all independent variables together on dependent variables and the overall

values achieved were significant thus model hypothesis accepted. Further ANOVA was performed to test the effect of Demographic variables on Career Success.It was found that Gender, Age, Education, Total work experience and No. of job changes showed variations among groups but marital status, Income, work Experience showed no variation. The Sector wise analysis was also conducted through ANOVA to check the incidence of transition between sectors and its impact on career success. It was found that IT sector showed active transitions from and into all the other sectors under study that is Banking, Pharma, Infrastructure and Education, but in other sectors there is selective transition observed between Banking and Pharmaceutical then between Banking and Infrastructure.

The conclusions of the study address the process issue using Transition Management as strategy to Career Success. The study has established that Career Anchor is an important predictor for individuals in achieving relevant outcomes. In other words, people who can identify their competencies will engage in taking job mobility decision relevant to their competence, thereby craft the career change. CSE will help them to ascertain a positive concept and courageously take charge in shaping their work environment and career-related competencies. Organization practices fulfill the gaps in the employee expectations on their career management and prepare individuals in transforming themselves towards a positive experience of work. The results provide a basis for comparison of individual career anchors so as to capitalize on the opportunities in organisations. Furthermore it can be observed that for those individuals willing to take charge over their work, success in careers is most likely to be fruitful. Further the research provides empirical evidence for specific determinants of Career Transition Management across sectors. The findings reveal that the determinants are significant for individuals in Banking, IT, Pharmaceutical, Infrastructure and Education sectors who work in very dynamic and complex work settings that require swiftness in knowledge sharing and transfer. The theoretical framework provides an explanatory reference, to help individuals assess the competencies required during Transition management process so as to strategize it to achieve success in career.

Chapter-1

Introduction

1.1 HR – The Current Scenario

The primary role of HR in the contemporary era relates to crucial role in the design and implementation of its strategy to support the emerging trends in business. Globalization has intensified competition resulting in the emergence of new types of structures like flattened organizational hierarchies, virtual teams, tele-working, and informal communication (Savickas, 2001).In response to these trends, it is inevitable for organizations to integrate knowledge and technologies into work competencies so that the employee can adapt to the new environment easily. This transformation of HRD into HRM has led to the emergence of strategic HRM (Fombrun, Tichy, &Devanna, 1984). This made organizations to focus on strategies that benefit both organizations and employees for competitive advantage. Contemporary Organizations focused on three core areas for competitive advantage i.e. People, Processes and Performance. Among these areas, effective use of people becomes critical. The era of knowledge economy emphasized on the capabilities of people; led to the emergence of people-centric policies and initiatives, which results in accomplishment of goals effectively.

People: The core strength of the organizations depends on the competencies of the individuals in the form of knowledge, skills, abilities and behaviour that move the organizations towards competitive advantage.

Processes: Organizations have restructured their processes in the pursuit of being competitive and embraced cost saving and right-sizing strategies towards employees.

Performance: Organizations performance is the major objective for HR management. By linking Individual performances to Organization performance, a superior performance is achieved.

1.2 Motivation for the Study

The organizational success in the contemporary context is assured when employees are rightly motivated. The core HR practices of attracting and retaining employees, training and development, performance management, career management etc. reinforce the strategic goals of organization when integrated to consolidate corporate –wide technologies and skills into competencies. In this context, career management assumes significance from both individual and organization perspective.Organizationsdeployed career management strategies to create synergy with organizational succession planning and employee career planning through Organizational Career Management (OCM). Studies support OCM and its role (Leach, 1977; Van Manen& Schein, 1977; Schein, 1978;Hall, 1986;Gutteridge, 1986; Mayo, 1991;Alfred James1999).However, knowledge and information requirements in the contemporary era have scaled a new heights, owing to fast changing business environment.

The unpredictable and chaotic organizational life (Sturges et al 2001) forced individuals and organizations for productivity and performance. Increased diversity, more competition, enhanced technological and conceptual skills, have caused significant changes in the work life affected career management practices and led to renewed interest among scholars (Hall, 2002).

In the flux of changed organizational settings, there is a shift in the responsibility of OCM practices from employers to the individuals (Cappelli, 1999; Ko, 2003). Within this system individuals need to develop "employability" themselves to develop careers themselves within the organization. In the new settings capabilities and career development strongly depends on the opportunities provided by the organization (M.Lazarova and S. Taylor, 2008). Thus individuals assumed greater responsibility for their career marketability through improved professional growth (Finegan, 2000, pp 489). The current concept necessitates Proactive Behaviour by the individuals. Proactive Disposition is a construct "that identifies differences among people to the extent where they take action to influence their environments' Crant (2000, pp30).

With the shift in focus towards Pro-active approach, the movement towards self-development and self-responsibility for careers became popular. Organizations role was seen in providing appropriate opportunity mechanisms. With the changes in trend, concept of "Career portfolio" emerged. It is explained as sequence of jobs held by an employee (Handy, 1995; Hays & Kearney, 2001, pp83). The new system gave rise to the concept of

mutual partnership where individuals and organizations have simultaneous responsibility in developing collaborative strategies in which employees take career initiative by being committed and make best use of organization resources in ways that benefit their careers as well as employers (Sturges, 2002, Schein, 1996). Such career initiative is explained as the resultant of proactive personality (Kraimer&Crant, 2001). In this concept individuals accumulate human capital by accepting challenging assignments, improving professional networks and by taking up projects that enable them to use knowledge, and abilities (Inkson & Arthur, 2001). The organizations role is found in providing resources and opportunities that lead to self-development and advancement (Arthur & Rousseau, 1996; Hall, 2004). These patterns of work life created the need for continuous learning in the employees and resulted in preference to boundary-less careers. The concept embraces the idea of change in the orientation towards work, change in job, organizations or occupations, changing fields, organizations or jobs change in the orientation towards work, change in job, organizations or occupations. A successful career presupposes crossing one or more boundaries through transition.

The term 'transitory' was used to describe career by Driver (p 328-340), it describes the career choice with intervals of 1-4 years taken as a resultant of variety of forces. The kind of forces affecting transition was explained as re-exploration and reestablishment by Super (1990). The study by Nicholson and West (1988) revealed that the transition forces were universally observed because they helped in providing personal growth, satisfaction, and innovation(Nicholson, 1989; Hall, 1986). The way individuals manage change process during transition will decide the success or failure of career management of that individual. Thus, an understanding of transition management factors will help achieve success in the current work environment (Rosenbaum, 1979). Further studies by Schwab, Rynes and Aldag, (1987) highlighted that employees can gain maximum career benefit when career transitions are chosen for development.

The trends and patterns which thus emerged motivated researchers to take up studies in this direction. Research on identifying the organizational and individual factors helping effective transition management would thus help individuals to take up better management of transitions, which can be can be used as strategies for achieving the success in career.

1.3 Career, Career Development and Career Management

Career was explained as the development of work behaviour in **Oxford dictionary.** The term has several implications and mean differently in different contexts. The term is adopted from French word 'carriere'which mean road or racecourse; the word originated from the Latin word *carrus" meaning "wagon"*. The term was used to describe occupational career (Super, 1957), and subsequently started denoting the sequential roles played by individual in the life time (Super, 1980).

Career is officially defined as the jobs taken up by the individual during the working life, as a sequence of positions and occupations (Mondy 2008). A career is developed over a period of and time covers the objective conditions like jobs, positions etc and individual subjective reactions in the form of enthusiasm, interest, achievement, boredom etc. within the individuals' pursuit of achieving psychological success. There is an objective and subjective view of career (Peiperl & Gunz, 2007) as cited by Kovalenko & Mortelmans, 2010. The objective view of career includes sequence of work activities and outcomes that shape order, continuity and meaning to a person's life' and may include pay, position, status or promotion achievement (Hughes, 1937). The subjective view includes change in attitude, values, and motivation that occurs as person grows it essentially involves experiences of a person.

Objective career activities may take the form of changes in salary, official titles and positions, formal status, whereas subjective careers are defined by individual experiences in terms of self-fulfillment, challenge and job satisfaction (Weick & Berlinger1989). An individual with a quest for psychological success undertake new challenges, foster for growth overtime, change positions and make transitions. The individual will have a control over the destiny and manipulate the available opportunities to maximize success and satisfaction in career. A career thus is a lifelong process of planning and development consisting of many positions, stages, and occupations in the course of life. Traditionally career is understood in the form of stages an individual passes throughout the life's career. Broadly career included stages of exploration, establishment, mid-career, late career, decline.

Super's theory also explains the various stages in the career development according to him the process of career development starts at an early age through the life development stages which is characterized by developmental tasks, concerns, needs, values and activities. It is further observed that while moving through these stages needs and

expectations of the individual changes (Hall, 1968). An extensive study was carried by Hall on Careers, he defined career as "an evolving sequence of a person's work experiences over time perceived as attitude and behaviour." (Hall, 1976, 1989 p.8)

Table 1.1 Super's Phases of Career

S.no	Phases of career		Phases of life	Needs
1	Prework stage	Imaginary period	Childhood	Physiological, Security, and Psychological
		Exploratory period	Adolenscence	
2	Establishment phase	Initial work stage	Adulthood	Safety, Security Achievement, Esteem, Autonomy Esteem, Self-actualization
		Advancement stage		
		Maintainence stage		
3	Retirement stage	Decline stage	Old age	Security Safety Self-actualization
		Maintainence stage		
		Re-employment stage		

Adopted from Brown, D, and Brooks, L (Eds), 'Career Choice and Development: Applying Contemporary Theories to Practice', San Francisco: Jossey-Bass, 2002.

Hall(1976) has examined careers and broadly classified them into two categories responsive and expressive careers Responsive careers are influenced by family and socio-economic conditions whereas Expressive careers are influenced by the interests and abilities of individuals i.e. internally influenced. Over a period of time, the definition of career evolved with the changes in the business environment and became a holistic concept.

Table 1.2 Definitions of Career

Author	Definition
TK Gill (2013)	"A *chosen profession or sequence of occupation taken up by individual during his/her lifespan which may include leisure activities, learning, work and life roles*
Mondy (2008)	*The sum total of the jobs under taken during th work life on an individual consistingof positions and occupations*
Baruch & Rosenstein, (1992)	D*evelopmental process of an employee on the basis of experience and jobs taken up in one or more organization over the life span.*
Arthur etal. (1989)	*sequence of work experience over a period of time of an individual.*
Hall(1976)	*the sequence of personality and behaviours of an individual's work related experiences and activities during the work life.*
Hughes (1937)	*the individuals perception towards the social order and typical sequencesand concatenation of office*

1.4 Career Development

Career Development is a significant part of individual that forms his work identity. It is explained as the process containing lifelong learning, requires managing work, leisure and progress in order to attain a preferred future.

On an average, an Adult spends more than half his life and one third of a day's active life working; as rightly said by Campbell, Converse & Rodgers, 1976 have noted that on an average an adult would spend a quarter to one thirds of life in working which is as much as equivalent to maximum part of the productive working life.

Therefore a careful planning and management is very essential for the successful accomplishment of an individual's life. The respect a person derives in the society is partly dependant on the progress of career of that individual; as emphasized by Wright Mills "The life-fate of the modern individual depends not only upon the family into which

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he was born or which he enters by marriage, but increasingly upon the corporation in which he spends the most alert hours of his best years" (The Power Elite, p. 6).

Career planning and management together are two distinct processes of Career Development.

The formal definition for career development was the sum total of educational, psychological, economical, sociological and other physical factors like nature of work that depend on the fortune and the associated significance of the work in the individuals lifespan - The National Career Development Association (2008)

Career planning is the continuous process of reassessing, learning and developing over a period of time by establishing goals and path to these goals. A person alone cannot translate plan into action without the intervention of organization. Thus organizations have a role of playing facilitators by analysing and estimating the competencies and providing opportunities to perform through Human resource development process. The process taken up in organizations provides career planning to individual that will mutually benefit organizations and individual.

Career management includes the active and the systematic control of the individual on career. It involves the decisions regarding choice of organizations, educative pursuits, acquisition of competencies, human resource development interventions, career support programs by management, changing of jobs, occupations etc that provide progression in the careers of the individuals. De Simone, Harris and Werner (2002) observed career management as a conscious effort of planning and maintaining career, administered by bringing together the needs of the individuals and organisations.

1.5 Individual Career Management

The terms *Career and Career management* strategies have assumed significance in the modern organizations. Career management involves a great deal of analysis and planning. An individual must carefully plan in a permanent, self-monitored way; choosing and setting personal goals, then formulate strategies for achieving them. Organizations provide tools, techniques that support career development initiatives and logical progression. Individuals thus combine structured planning with active management choice to have desired careers and may achieve goal attainment personal and job satisfaction, quality of work life and financial advantage. One of the major determinants of successful career management is identifying opportunities and career paths. Time horizons also have a

significant influence on the formulation and achievement of selected goals and objectives. Career assessments range from short-term, midterm and long-term perspectives. CIPD-Chartered Institute of Personnel and Development developed a career management guide that explains career management in the broader context of Globalization and suggests that career management is all about finding a strategic fit between organizations and individual goals (Zella King 2004). Further CIPD describes performace as the function of ability, motivation and oppurtunity by individuals to utilize knowledge, skills and ability effectively (Purcell et al., 2003). The guide also presented the changes following the global trends in the way career management is viewed. A common and traditional approach towards Career Management was based on Career Push, which included climbing from one step to the next in a linear progression. Practitioners have observed that this approach is no longer practical,and more effective way of managing would involve allowing individuals' to pull careers steadily.This can be done byusing capabilities regarding strengths, passion and values, preferencesenhancing the capacity the competetiveness there by improving organisatonal performance and indiviuals satisfaction. Gratton and Ghoshal(2003) have observed the factors reponsible for knowledge driven economy as globalisation, high advancements technology, continuous competition etc. The result of such changes are democratisation of work life, decreased job security, increase in diversified workforce, changed organisational practices like out sourcing, flexible and part time employement, emphasisi on knowledge capital from individuals. (Cappeli, 1999; Powell and Snellman, 2004; Sullivan and Baruch, 2009). The changing conditions world over has a profound impact on the careers of individuals. Further research has identified the factors that have affected the work life in the global context - greater competition, pressure for productivity, significant demographic shifts, organizational changes driven by mergers, joint ventures, work alliances, less defined and unpredictable career pathways, enhanced opportunities, increased diversity, teamwork and networking, increased requirement for technological skills and greater need to consider work/life complexity (Norman Amundson2004).

Norman also pointed that the changes have created more opportunities for the individuals at the same time it has also increased challenges for them.

These changes have reshaped the traditional concepts of careers and work life of individuals, in addition to these there are also sociological changes in the form of changing family structures, increase in lifespan and work experiences, Dual-career couples, changing values, attitudes and behaviours seeking more personal fulfillment and learning,

work-life balance all these changes have initiated the concept towards self-directed and individual-centered careers.

1.6 Career Self-Management

Globalisation has changed the way careers approached and brought in many dynamics to the nature of management of careers. In the context of global scenario, there is an altogether new way of viewing career as an aspect of more psychological satisfaction, with the desire to full fill career aspirations and achieve success. The employment relationship of achieving success in work and job satisfaction istransformed into attaining a set of desired outcomes that provides psychological comfort to individuals. Studies thus identified concepts of **Self-Directed Career Management** (SDCM) in achieving Career Success. SDCM includes individuals need to be flexible and adaptable and self-manage the work and progress (Sullivan, Carden, & Martin, 1998). The progress depends mostly on the merits acquired through accepting the challenges in profession, learning from the environment, professional commitment. The approach requires the individuals to manage careers by identifying an appropriate solution focused on a balanced relationship satisfactory to both individuals and organisation. Further two models were proposed in which individuals and organizations choose the careers based on their values and the matching needs (Herriot and Pemberton 1996; Wanous'1992). It is further noticed that organizations also require human capital that increases their competitive advantage (Sullivan, Carden, & Martin, 1998).Thus SDCM is an approach that helps individuals and organizations find a right match in a Proactive initiative. Individuals who are active in their work place are observed to have career competencies such as learning new skills, consultation and career planning with the intention to achieve higher career goals with high motivation. (Seibert et al., 2001; Thompson, 2005; Major, Turner, & Fletcher,2006) Thus it is observed that the individuals high in Pro-activity engage at higher levels in taking charge of their behaviour and demonstrate higher career initiatives.

1.7 Emerging Concepts

CIPD 2003 report has made a detailed analysis of the career management in the post globalisation scenario. The Career Management in the contemporary times is characterisedby the ability to assimilate and transfer skills contextually, widen the expertise and applications in different jobs and seek challenging work situations. Since

1990's organizations'started experiencing continued downsizings and restructurings forcing conditions where the potential for promotion with upward mobility opportunities to the employees are declining at a steady rate, there also has been an increased emphasis on the personal growth, fulfilment, lifestyle experimentation and individualism. Several social trends like broader concern with overall quality of life, re-examining work *vis-a-vis* family priorities, changing work setting in search of greater autonomy, life balance, demanding more from all life activities and meaning in work have contributed to the emergence of a trend where individuals activelytake up job mobility or change nature of profession.Thus new trends are on the rise in managing the careers as contrasted to the earlier definitions of professional success. The new forms of career management strategies are characterized by frequent career changes as explained in the following sections

(i)   Boundary-Less Careers

Increased globalization has brought the flow of people, ideas, information and products had bought down the trade barriers and influenced the work and career structures (Tams & Arthur, 2007). Therefore, Global career may mean individuals and organisations both are crossing the national borders not only physically but also culturally and psychologically (Sullivan and Arthur 2006). In this form of career management system individuals high in Pro-active behaviour actively seek change in the work setting for achieving the goals that enhance career authenticity and objective success regarding high upward mobility and job satisfaction. The career growth can be from linear to multidirectional career paths that significantly and positively lead towards goal orientation. It talks about people's mindset, i.e. psychological mobility and physical,organizational mobility where they move between organizations, jobs and even occupations. Thus the concept involves exploring different opportunities using technologies to cope with the complicated work environment.

(ii)   The Protean Career:

A broader, more progressive and developmental career management attitude which involves an effort to self-fulfilment and subjective success is Protean Career. The concept was introduced by Hall (1976, 2002), as values-driven, self-directed career management involving a lifetime of progression in learning and work. These careers are owned by the individual characterized by flexible, adaptive and changeable career management (Yehuda Baruch 2006). The term Protean is a Greek word *Proteus* meaning the sea God was gifted prophecy and metamorphosis (ability to change forms) of knowledge from others. In the Protean career, the individual is led by the self-determination and internal values that guide him to be adaptive regarding performance and learning demands to pursue a career and

measure the success(Briscoe and Hall 2006). It is thus defined as a process of self-managing the career through varied experience, learning, training and education involving job or occupational changes in a search for self-fulfillment (Hall, 1976; p. 201)**.**

Hall (2002) has also argued that there are two meta-competencies required for success in protean career Adaptability and Identity. Adaptability is essential as individual may change jobs, orientation to roles, or occupations. Identity is a predominant competence in developing concept of self, creating self-image and self-awareness because it serves as the tool to examine feedback about self as it helps in forming an accurate self-perception and change the self as appropriate (Hall 2002, p.172).

(iii) Kaleidoscope Career

Another perspective of managing careers similar to boundary-less and protean careers is Kaleidoscope career. The concept was developed by Mainiero and Sullivan (2006). The concept works symbolically to the kaleidoscope mechanism and was originally proposed and introduced for women. An individual chooses career path characterized by changes in parameters of life choices and values rather of the organization requirement, further individual's amend, adjust and modify various aspects of career patterns to suit the personal and work behaviors (Kemmy Business School Report). According to the study Mainiero and Sullivan (2006), the primary objective of this type of career is to align personal and work requirements. It is noticed that women in particular experience Beta Kaleidoscope Career pattern that is characterized by 3 types of necessities at different stages of career (i) at early stage focus is on challenge (ii) in the mid career stage focus is on balance and (iii) at the late career stage authenticity is on priority. Similarly, men experience Alpha Kaleidoscope Career pattern with (i) focus on challenge – early career stage (ii) authenticity – mid career stage and (iii) balance – late career stage. Further challenging work is observed to facilitate career advancement by enhancing the self-worth and results in achieving balance at a later stage in the work and personal relationships Mainiero and Sullivan (2006).

(iv) Portfolio Careers

Handy (1989) termed another form of career called Portfolio Careers. There is a relatively little literature available on the concept. Portfolio careers is followed especially by professional and managers since it involves accumulation of skills and interest and self-managing the careers (Mallon, 1998).The contemporary changes brought about by the globalization has created career opportunities in the form of flexible, freelanced projects, consultancies temporary and part time works etc, resulting in individuals opting for a

portfolio of set of work patterns and remain self-employed. Schein (1996) suggested the emergence of temporary employment opportunities and portfolio careers as a consequence of globalization and emphasized the need for in enhancing the skill requirements that help in accomplishing the work requirement, rather than considering the positions. The concept embraces identifying individuals with precise skill sets necessary with achieving tasks requirements, rather looking for employees with long term commitments the focus is on identifying resourceful individuals with the required skill sets who can fill the developmental need (adopted from Kemmy Business School Report)

1.8 Career Transition

The shift in career management responsibility shifting from employer to employee within the contemporary career management systems highly emphasized the need to develop meta-competencies within individuals and an active movement between and across jobs, organizations or occupations. Proactive strategies must be adopted to make reasoned judgments in moving and orienting through a sequence of positions and manage careers. The approach may necessitate an individual to end the existing role or position and take up a new one with a new beginning. It is also observed that the economy is looking at fewer smart working employees than a number of hard working people (Cascio, 1995). In the process, individuals will encounter periods of change in career or change of career itself that require adjustment within and across organizations. This period of adjustment during the change is called Transition. Thus transition includes both the actual change occurring at a time and the period around the change. Career transition, therefore, can mean change during which there can be change in roles, jobs or tasks, resulting in the concepts of "mini-cycles" (Super, 1990). 'Mini-cycles' represent the processes of re-exploration and reestablishment during transition process viewed in the form of cycles (Donald Alfred James, 1999). Transitions, therefore, provide a path to avoid and escape an employment condition considered un-desirable or weak psychologically so that new horizons promoting growth and development in both career and personal life can be maintained.

Thus Transitions are the forces causing change either because of the job structure and organizational design change or because of socio-psychological changes in the individual which trigger an event to take up job mobility (Davis and Rodela, 1990). In the triggered circumstance the skills, abilities and knowledge of the person will enable to sustain the changes and provide career resilience (Donald Alfred James 1999). There are also certain

other trigger events that are forcing the individuals strive towards career resiliency found as a result of globalization like internationalization, Deregulation, downsizings, restructuring, outsourcing, competition etc. the changes brought by these changes cause changes forcing organizations as well as individuals to undergo transitions. Thus when transitions become inevitable they should be comprehensive, active and lead to successful outcomes especially for a proactive individual upholding the responsibility of career. However, when they are managed carefully and strategically it becomes possible, studies identified by Hayes' (2000) identified six steps for managing career transitions (Banks and Nafukho 2008).

1. First step recommends Self-Assessment by individuals' to know and understand their strengths, values, capabilities and preferences.

2. Second step is Career exploration where they explore career opportunities and possibilities.

3. In the third step the information about market place and opportunities is synthesized considering the skills and abilities and Decision is taken on the change perspective.

4. Once decided the next step is to establish the path towards the Goal and take up career choices.

5. After the goal is set next important step is to build professional networking and use contacts to explore the identified opportunities.

6. Acquisition of career management skills should be an ongoing process as it will help them sustain current and future requirements.

As such, an understanding of the phenomenon will help people, manage their career activities and help identify the possibilities surrounding a career event.

1.8.1 Career Transition- Definition

Career is a series of activities, experiences and the decisions taken by an individual during the work life. it is defined as an "accumulation of role related experiences over time" (Louis,1980 p.330, Louis 1982). Likewise Transition was defined as a phase in and around an event during which an individual will be forced to undergo change about the self or perception on the circumstances and relationships (Schlossberg, 1981). The definitions embrace all those changes within and outside the jobs or the person himself as well as the conditions arising thereof leading to situations of interaction between life and work roles

(Teixeira & Gomes, 2000). Therefore definition of Career Transition implies the condition where the individual is trying to take on a different role or orient oneself differently to the already existing role amounting to objective or subjective change (Louis, 1980). The definition also provides alternative meaning as the change in behaviour, tasks or roles a person may take up either in the existing role or a changed job or occupation (Schlossberg, 1981)

Initially the term transition was used synonymously to the mid-life/mid-career stage of traditional career concept as transitions were often associated with significant changes occurring in the personal life around this time. Post globalization there were changes in the trends as seen in social values, competition, expectations, life-styles etc. That cause employment and organization challenges. These challenges force individuals into transitions almost at every stage of a career either voluntarily or involuntarily. Each time there is a change, individual goes through a transition cycle surrounding the move. Heppner (1998) identified different forms of change that can occur during transition

1. (a) Task Change - when there is a change in the set of tasks to be performed from the earlier one

2. (b) Position Change - the change is seen in the kind of job to be performed belonging to the same level of responsibility with some slight changes in the duties for example moving to a different department.

3. (c) Occupation Change - in this case there is high degree of change or transition where the individual moves from one profession or occupation to another, from one role to another etc. Similar changes were also reported in a study by Leibowitz and Schlossberg (1982)

There were also other similar studies undertaken which have classified changes or transitions as Voluntary transitions and In-voluntary transitions. Voluntary transitions are experienced by the choice or willingness of the individual whereas Involuntary transitions are caused by trigger events often unaware by the individual (Fouad and Bynner, 2008). It is also noticed that during voluntary transitions people have informed choices, consider opportunities available and acquire competence during transition on the contrary involuntary transitions occur due to unexpected loss of job, changes in the organization structure or any event unforeseen and unprepared. In the contemporary context both the type of transitions are possible. It has been observed that during any type of transition there are certain similarities found on the nature of transition. Further

there are five propositions mentioned for career transitions (Meryl Reis Louis), they are:

1. In any type of Transition, individuals' will experience change either in roles, jobs, expectations, orientations or work settings.
2. The magnitude of the transition management depends on the number of changes an individual has to encounter and cope with.
3. The complexity of the change is affected based on the type of transition whether voluntary or involuntary.
4. Different individuals respond differently to the change management and take up process specific to individual.
5. In order to facilitate transition process, the type of transition need to assessed and understood.

The usual process of career change occurs as a three-step process

Figure 1.1 Process of Career Change

Motives : push and pull factors
Self-Conceptions
• Networks
• Triggers

Transition Process:
Endings
• Middles
• Beginnings

Change Outcomes:
Likelihood of change
• Radicality of change
• Speed and ease of transition
• Satisfaction with choice.

Moderators

- Autonomy
- Use of Intermediaries
- Current priorities
- Age
- Gender
- Skill transferability
- Viability
- Degree of social support
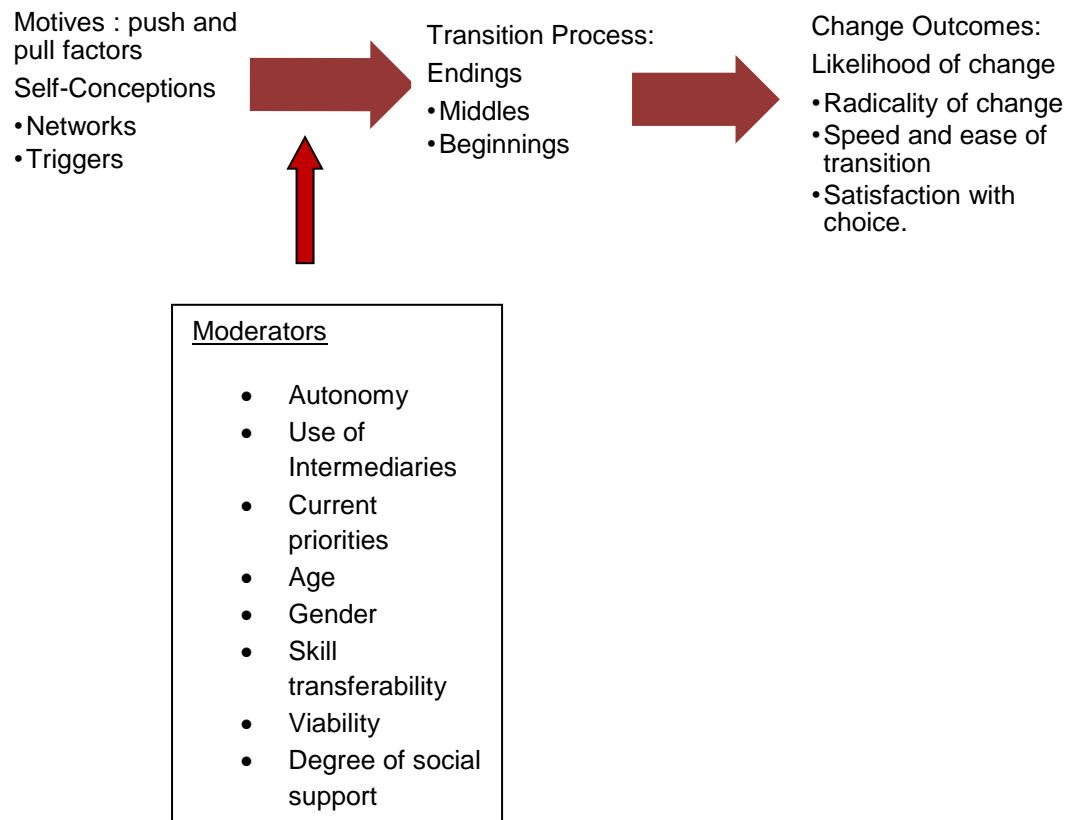
Adopted from Book Role Transitions: Explorations and Explanations (pp. 81-94)

1.8.2 Transition Cycle:

Nicholson and Nicholson (1984, 1987) presented a Transition Cycle Model to explain the mechanism of transition. The cycle has four stages. They are

- Preparation stage: Career transition typically begins when the individual first anticipate the occurrence of career event.
- Encounter Stage: the period immediately after some event or change with new, unexpected experiences. The central task during this period is to explore and sense the alternatives.

- Adjustment Stage:theperiod during which there is a development of the relationship between the individual and new environment. Thisis sought through accommodation and assimilation.
- Stabilization stage: the period of steady state after successful adjustment. Sustained performance and personal effectiveness are the goals of this phase.

Nicholsons four stages are postulates of Transition cycle, success at each step determines the progress in successive stages. At every step, there are inhibitors and facilitators which can hinder or help support the transition process. It is critical that there is feedback provided at stabilization stage and a mentor present during the entire process to facilitate adjustment. The stages have their distinctive characteristics and concerns. The transition outcomes can range from a highly positive result to a profoundlyadverseoutcome. People adjust before the event and after the career event.

The adjustment processes influence how the transition is experienced by the individual, they also result in changes to the individual and his immediate surroundings. Zella King has developed a conceptual framework based on certain assumptions about individual's adjustment process. In the process, the role of organization or social structure as Gatekeeper influences the progress of a career. When these gatekeepers make a decision that is inconsistent with a persons' career goal affecting either in the short term or long term duration, it is considered threat and individual looks for change. Once the individual decides to change the transition cycle begins, and framework made use of. The framework suggests three groups of concurrent behaviours that help an individual in the transition process

Positioning behaviors emphasize on the competencies of the individual in achieving required outcomes of career.

Influence behaviors they talk about the influence exerted by the gatekeepers on the critical issues that result in the expected outcomes.

Boundary management is the act of managing work and non-work demands.

These actions should be strategically applied in a planned manner to create response.

1.9 Career Success and Satisfaction

It is essential to understand career success because it affects both individual and organizations. As discussed in the previous sections the existence of organization primarily depends on the core areas of 3 P's People, Processes and Performance and the strength

relies on the competencies of the individuals in the form of knowledge, skills, abilities and behavior to move the organizations towards competitive advantage. Thus Employees' attainment of career success, in essence, would mean that organizational goals are achieved by employees enabling firm to establish competitive advantage and sustain. On the contrary, Organizations are also striving hard to identify fewer competent and smart employees to achieve core competencies and develop a competitive advantage for their companies because globalization has increased focus on organizational downsizings, restructuring, and increased competition challenging sustainability at the cost of continuous performance, cost containment and value enhancement. These developments have changed the notion of success especially career success in the individuals and calls for a more considerable interest in the concepts of career satisfaction and success.

1.9.1 Understanding Career Success

Career success is the desired outcome of various career management behaviors that provides achievement of career goals specific to that point in time. The career success outcomes can vary in different individuals amounting to objective or subjective career goals satisfaction (Whitely, Dougherty & Dreher 1991; Whitely & Coetsier 1993).Objective criteria essentially indicate an individual's progress in career, measure specifically through identifiable and observable achievements like salary, salary growth, hierarchical status, higher status or positions (Dries, Pepermans and Carlier 2008, p.254), also called as extrinsic career accomplishment. Subjective standards are the expectations about work other than compensation, promotion, etc. The subjective standards include factors inherent in the job and depend on the relative evaluation of an individual's subjective expectations (Seibert and Kraimer 2001, p. 2), also called as intrinsic career accomplishment. Further subjective success in career is considered as a wider concept encompassing all the aspects of an individual's perception on satisfaction (Greenhaus, Parasuraman and Wormley 1990). Further still research on career-oriented success reveal the people's experience success at individual and organizational level (Ballout, 2008). Additionally, the studies suggest the subjective success has two typologies while assessing it. They are (i) self-referent assessment is the individual's subjective satisfaction measure about career for e.g., personal values, ambitions. (Abele and Wiese 2008; Dette, Abele and Spurk 2009 p.803-824; Ng et al. 2005; Heslin 2003, 2005p. 113-136; Boudreau, Boswell

and Judge 2001; Bozionelos 2004; Erdogan, Kraimer and Liden 2004; Judge et al. 1995, Seibert and Kraimer 2001).

(ii) Other referent career achievement involves satisfaction based on the success in career path (Brunstein, Schultheiss, and Grässmann 1998, Brunstein 2001, and Locke and Latham 1990).

Furthermore, it is observed that an individuals' subjective perception will influence on how the career will proceed and influences the perception on objective success(Abele and Spurk 2009a).Thus increasingly individuals today manage careers themselves adopting proactive approach, self-directed way driven by personal values; evaluating where the success criteria prominently depends upon work and personal values, views and aspirations. Work values thus influence career success and reinforce the role of individuals' preferences and values in the development of their career (Lofquist & Dawis, 1978; Bo, Gynsberg et al 2013). The above discussion reveals following definitions of career success

Table 1.3 Definitions of Career Success

Author	Definition
Judge et al., (1999, p. 621)	*"the real or perceived achievements individuals have accumulated as a result of their work experiences".*
Seibert and Kraimer (2001, p. 2)	*"Career success refers to an individual's subjective evaluation of the present achievements compared to his personal goals and expectations".*
Seibert and Kraimer, (2001, p. 2)	*"positive psychological and work-related outcomes accumulated as a result of one's work experiences".*
Callanan,(2003)	*"Career success has been defined as the accumulation, and psychological outcomes that result from ones work performance".*

Thus, career achievement leads to career satisfaction through the individuals' perception about the career progress as a measure in the attainment of the goals, principles and choices (Kraimer et al, 2004; Heslin, 2003; Seibert and Kraimer, 2001). It is, therefore,

widely recognized by researchers that the career success in the flux of dynamic nature of work relationships today can be attained efficiently if new forms of career management are adopted like protean and boundary fewer careers where Career Transition Management can be sought as strategy to catalyze the success of individuals be it objective or subjective. The discussion so far relies on the contemporary apprach towards understanding the concept of career success by the individuals and also explores the role of organisation in general and HRM in particular about acomplishing the organisations and persons goal as a dyadic objective. It further exposes the role of diversified human capital management by drawing the inputs from various disciplines like sociaology, socio-psychology etc.

India as a diverse country and an emerging economy has responded to the global demands in a variety of sectors. The Sectors include IT, Pharmaceutical, Education, Banking, Infrastructure, ITES and a variety of allied sectors. Further, globalization and the opening up of economy in the various industrieshave attracted multiple countries to invest and enter into trade agreements with India. Thus, the cross-cultural undercurrents have added a new impetus to the HRM functions including Career Management.

1.10 Overview of Prominent sectors of Indian Industry

India is a country with a unique national context of regional diversity and an exclusive combination of the Economic, Political, Socio-cultural, Institutional and Sectoral condition. The country experienced a dramatic change and development post-1991 Industrial Policy Resolution as it initiated the process of Liberalisation. This policy accelerated the growth and development of the nation in such a way that World Bank forecasted India would become largest economy in the World by 2020. At the same time, it has presented opportunities and challenges in the workforce. The nature of work changed, with the changing technologies. The work structures modified and necessitated skilled workforce. According to PWC report, 2012working-age population between 15-64 years in India touches 1 Billion by the year 2030 and 65% below 35 years of age.

As per Central Statistical Organization (CSO) and International MonetaryFund (IMF), India is considered the fastest growing, major economy with the growth potential of 8% (Goldman Sachs Report). The new initiatives from Government in the form of Make in India are boosting the investments in India through impetus to Export Manufacturing, Technology Adoption, Urbanisation, and greater access to Banking coupled with other

structural reforms. This momentum is creating indirect benefits in the form of creating jobs in the service sector and agriculture leading to backward development. This initiative can provide 73 to 80% direct employment (IGIDR- Indira Gandhi India Development Report). The report also notified that service sector share in GDP is 58%, but the employment share that it creates is just 27%. This is a clear indication that the maximum output is from the small talented pool. India today (2016) in its report, quoted that the generation of jobs per unit of GDP in India is less because few talented employees perform majority of work (D.K Joshi chief economist CRISIL). He further commented saying that the Economy became less Labour-absorbent, because of the less talented pool available and it is assumed that the same candidate would explore multiple opportunities. Further EY consulting firm policy advisor D.K. Shrivastava, explains, that the growth of economy is not equally translated into jobs because most of the growth is either from non employment intensive sectors or from the fact that overall growth is overstated."

The demand for the young leaders is found to grow predominantly especially in the IT sectors, consumer sectors, technology and financial sectors. –Manpower Group Managing Director AG Rao (Manpower Employment Outlook Survey). It is also observed that there is high potential for recruitment in the 7 sectors preferentially seen in Services, Manufacturing, Banking, finance and real estate sector. Also, there are advancements seen in robotics automation have transformed the job market. To overcome the bottlenecks of demand fulfilment employees need to revive skills continuously to survive the skill gap and requirement.

These reports have concluded in more than one manner that in the changing employment regime there is a requirement for multi-talented, multi-skilled individuals with a possibility of re-skill and career change to remain and sustain in the job market. The positive side of the survey reports on the 5,100 employers across India from the Man Power group which observed that Indian employers say the most influential regional and global hiring intentions for the fourth consecutive quarter. Thus these facts provide a clear indication that it is the individual who has to gear up and equip himself with Self Directed Career Management (SDCM) to be successful.

The survey has identified specific sectors that stand out in job creation notably in Banking, Finance, Real estate, Consumer, Education, financial services and technology, e-

commerce, Pharmaceutical etc. Five among these sectors identified have been chosen to undertake cross-sectoral study for research.

A brief on the five major sectors selected is presented. The description is based on the IBEF report statistics India.

1.10.1 Education sector in India

Fig 1.2 Regulatory Framework of Higher Education in India

Regulatory Framework Of Higher Education In India

- Department of Higher Education, Ministry of Human Resource Development
- Association of Indian Universities
- Central Advisory Board of Education
- State Councils for Higher Education

Policy making

Regulation

- University Grants Commission
- AICTE, MCI, PCI, DEC, BCI, NCTE
- ICAR, ICMR, ICSSR, CSIR
- State Regulators

Accreditation

- National Board of Accreditation
- National Assessment and Accreditation Council

India vests the most extensive advanced education systems with a potential for more growth in the world. It has a large enrollment of the students in the higher education institutions and as such occupies a prominent place in the Worldwide Education. It is also the next largest e-learning markets after the USA. Along the impetus in higher education India already enjoys the Make in India initiative is to raise the gross enrollment ratio to 30% by 2020. All this and more India's demographic dividend have an advantage of producing largest tertiary population of the world and also standing second most significant in producing talented graduates by 2020. These features provide India with a considerable benefit in the form of creating substantial reforms and employment opportunities in this sector. There is a rapid expansion of the higher education system with significant investments and developments through Foreign Direct Investment. The vital areas of growth are seen in the management development programs, education and skill development, fields of Archaeology, agriculture, biology, technology etc.

Alongside the significantdevelopments, the sector also faces challenges because inspite of massive employment pool there is low employability of students. The university system in India lags behind in International rankings about the performance, infrastructure facilities, lack of trained professionals and poor research scope. These short comings if overcome can create a missile impetus in the field as we have an advantage of working age population.

Identifying the roadblocks, the government has taken many initiatives for creating reforms in this sectors by increasing financial outlays on programs like e-learning, m-learning, opening IIT's, IIM's, online modes of education etc. The education sector also enjoys the advantage of technocrats well versed in English, judiciousness governance systems that guards legal protection act as enablers for world-class product development.Thus this sector provides great potential in making career prospects and in the recent past it is observed that people are increasingly moving from different fields to academia. The movement is primarilyfor the senior managers towards becoming consultants, trainers and administrative heads. The trend can also be profoundly seen in women with the second career. There are studies supporting the increasing trend in this phenomenon.

1.10.2 Infrastructure in India

Fig 1.3Revenue Generation from Construction Industry
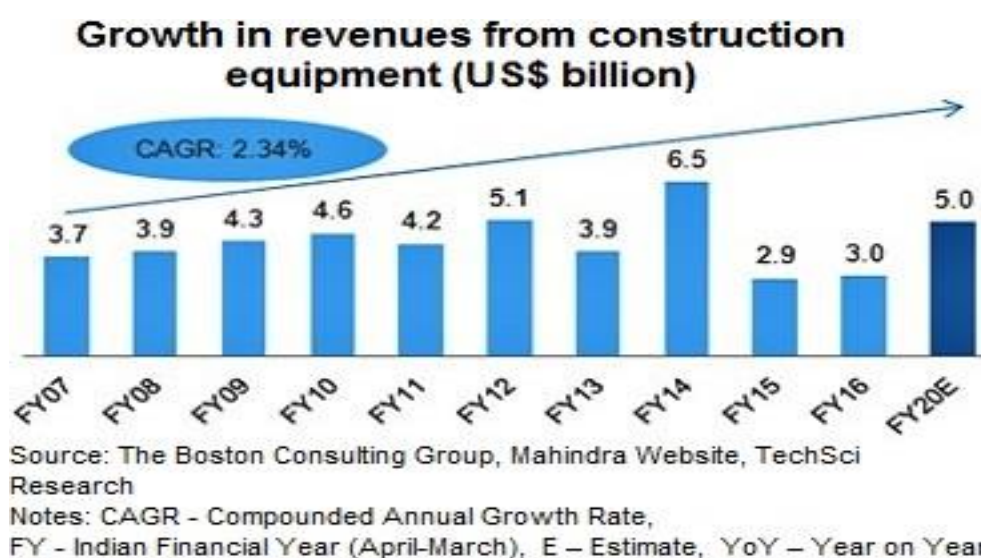
Infrastructure is the vital industry in the Indian economy that can propel the overall growth and development of the economy. This sector has derived considerable attention from the

Govt. and attracted huge investments because the very development of any nation depends on the availability of infrastructure facilities. The impetus areas of the infrastructure in the Indian economy are Power, Roads and Urban segments that consist of construction equipment industry; with the Indian Govt. taking initiatives in developing Infrastructure industry, this sector has led to significant employment generation.

This sector also attracts high FDI on projects of swift trains, development of smart cities and projects on renewable energy. The Airport Authority of India is planning infrastructure development on the city-side by around 13 regional airports in India, this development is achieved with public-private partnership where private partners are involved in building the hotels, car parks, expanding the shipping, aviation, energy and power or oil and gas. It is estimated that India will become third most significant across the globe by 2020 since there is a high penetration in the air travel segment in India. All these prospects and possibilities have created a very congenial atmosphere for the growth of employment and career prospects in this sector.

1.10.3 IT sector in India

Fig 1.4 Growth of the Market size of IT Industry in India

Market size of IT industry in India (US$ billion)

	FY10	FY11	FY12	FY13	FY14	FY15	FY16E
Export	50	59	69	76	86	98.5	108
Domestic	24	29	32	32	32	48	52

■ Domestic ▪ Export

Source: Nasscom, Make in India, TechSci Research
Note: E – Estimates
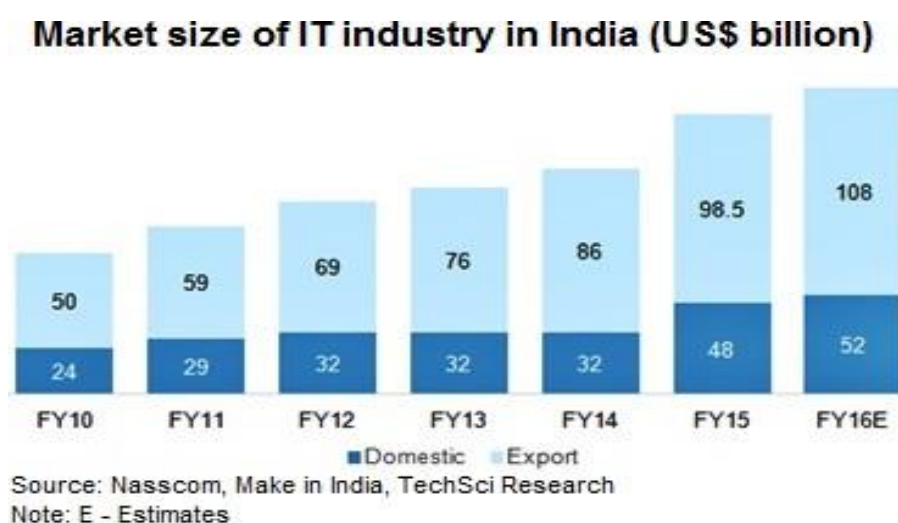
This is the largest sector employing about 10 million workforces and the prime industry in transforming the economic composition of India making it a Global country. With its

intellectual capital employment and cost competitiveness in providing IT services, India is a sourcing giant in the global market. The ITES and IT sector combined falls into four significant segments- Business Process Management (BPM), IT services, hard-ware and software products finally engineering services.

It also has a significant impact on creating demand for computer science engineering in the education sector. The fast growth in the industryis evidently found by the way in which it progressed in establishing start-ups like flip-kart, snap deal, make-my-trip, etc. India today ranks third among global start-up ecosystems (NASSCOM, Zinnov Management Consulting Pvt Ltd) report entitled "Start-up India - Momentous Rise of the Indian Start-up Ecosystem". Leading Indian IT firms also are providing more differentiated offerings in the form of innovation hubs, research and development centres. The pioneers in the field are Infosys, Wipro, TCS and Tech Mahindra (Confederation of Indian Industry and Deloitte Touche Tohmatsu India,). A report 'Five Ways to Win with Digital Platforms', created by Accenture in collaboration with G20 Young Entrepreneurs' Alliance and NASSCOM; Social, Mobility, Analytics, Cloud(SMAC) areas offer an entire range opportunity in delivering on-shore and off-shore services to global clients. Cloud represents the largest opportunity area followed by Social media in creating career opportunities. The 2020Perspective by NASSCOM has outlined the industry challenges and opportunities in sustaining the growth both in domestic and the global markets (Pramod Bhasin, Chairman, NASSCOM). Further 2020 landscape predicts that Indian service industry, especially the technology sector will experience transformational opportunities which places India in the 3rd position in the global innovation hub, where the core areas identified for India are mobile applications, clinical research and energy efficiency/climate change solutions.

1.10.4 Pharmaceutical Sector in India

Fig 1.5 Revenue Generation of Pharmaceutical Industry in India

Revenue share of Indian pharmaceutical sub-segments in 2015 (%)

- Generic Drugs
- OTC medicines
- Patented drugs

9%
21%
70%
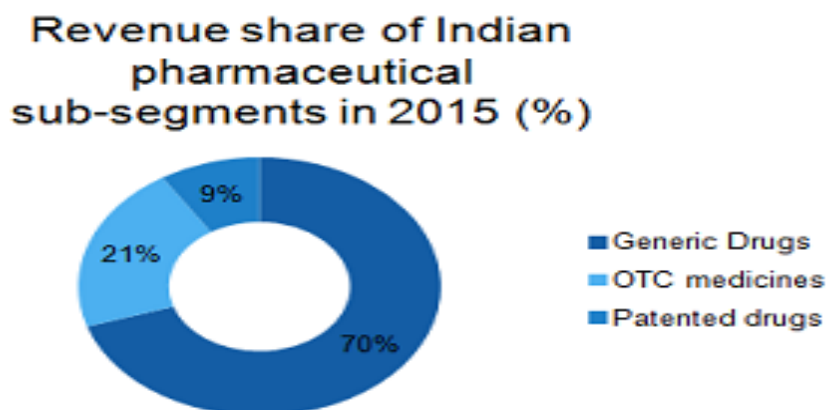
Source: Business Monitor International, FCCI Indian Pharma Summit 2014-15, TechSci Research

The prominent country in the area of generic drug provider is India which accounts for 20% export volume globally. It has the considerable advantage of substantial scientists and engineers with a potential to invent and innovate medicines that can globally combat the diseases. 80% of antiretroviral medications that fight AIDS are supplied globally by India at present.

The biotechnology industry in India is actively seen to grow at 30 % per year, reaching US standards of $ 100 billion s by 2025. The industry includes sectors like agriculture, pharmaceutical, bio-informatics and services. The bio-pharma industry produces diagnostics, therapeutics and vaccines and contributes around 62 % of the whole revenue. India also is the world leader in producing drug master files and considered 2nd in developing Abbreviated New Drug Applications (ANDAs). The exports from India reach around 200 countries throughout the world and US is a principal importer. Of the global exports generic drugs share the majority in volume accounting for 20 % which is growing day by day. Thus these developments encourage research and developments investments in the pharmaceutical companies and thus attract heavy requirement for skilled workforce. The specifically quality assurance areas, intellectual property areas, manufacturing, marketing and sales are the specializations needed in the industry. Therefore the sector is seen as one of the most promising employment areas by generation Y individuals thus fulfilling career aspirations of the people, specialized in the area.

1.10.5 Banking Sector in India

Fig 1.6 Growth of Credit off-take in the Banking Sector in India

Source: Reserve Bank of India (RBI), TechSci Research
Notes: YoY – Year on Year
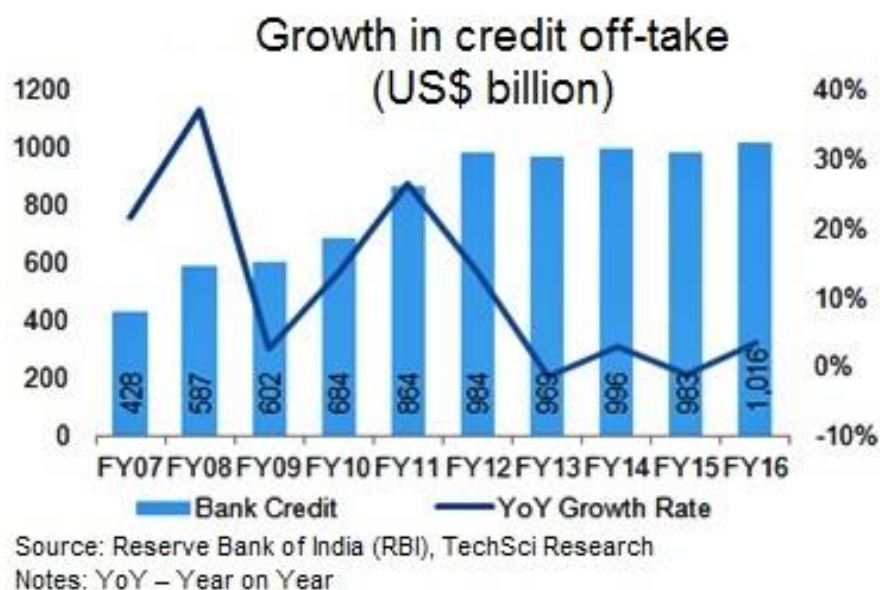
Indian banking has undergone a sea change by adopting new avenues in the system and has restructured itself from domestic fulfilling industry to corporate systems by adopting various services. The banking system in India comprise of 26 public sector banks, 25 private sector banks, 43 foreign banks, 56 regional rural banks, 1,589 urban cooperative banks and 93,550 rural cooperative banks, in addition to collaborative credit institutions. Till date it is observed that the major control in the market is by public sector banks with 80 %, thus only a small share is left for private institutions. Nevertheless, banks have started adopting communication and information technologies and provide mobile banking, digital services as well as specialised services like risk management in credit and derivatives, asset liability match etc. In the view of the changing scenario the employment norms are transforming and leading to modern systems of careers for people working in the banking sector. New forms of careers also emerged like mutual fund advisors, actuaries, insurance agents, DSA's At the time when Indian Economy is atsignificant transformation phase by initiating several policies on infrastructure, growth and development, growing business will approach banks for their credit facilities and needs banking sector is gearing up to provide technologyadvanced, improved services to its clients thus increasing the demand for qualified, skilled workforce.

Summary

This chapter introduced the concept of career, career development, Career Management, Individual and Organizational Career Management. The chapter described in detail the developments in the field of career management with an understanding about the traditional, protean and boundary-less career concepts. Further the chapter explained on the changes brought in the organizational climate and the neccessity to study careers as a research topic. The chapter also focused on different definitions and theories about careers and thereby identified the emerging themes from the literature including the related terminology and the emerging concepts as well as neccessity for taking up transitions as part of maintaining career portfolios in managing the careers by the individuals. Career transition management thus is the focal theme for current study. The chapter also explains career success as the final goal in the pursuit of which these new forms of careers have emerged. The context along with the sectoral overview was also described in detail. Next chapter offers an extensive literature on the reasons for the changing dynamics, the research is taken up to provide strategies to become successful in the changing dynamics and the gaps in the research studies so far conducted on this issue.

Chapter II

Review of Literature

2.1 Introduction

Career and career management is a challenge for people as it influences their physical and mental prosperity. Individuals' economic and social wellbeing is additionally judged depending on their career progress. In the past, professions were long haul occupations described by the movements in the narrow and inflexible structures. Recent advances in business and work structures brought powerful and dynamic changes in the organizational frameworks resulting in uncertain and most competitive situations (Baruch, 2006); causing successive changes in careers. Therefore strong interests developed in understanding career establishment and development for the progress in people's work life. Such a career study relies on different elements such as outcomes of organizations, personal satisfaction and achievements. In addition, the Career Management is also related to Organization Development and perceived as a people management function. This chapter focuses the literature on career management in work environments and incorporation of Career techniques for successful careers. This chapter had been arranged in two parts – the first part reviews the current literature on career management including the conceptual issues, theoretical and empirical studies. The second part of this chapter would review research on the role of Individual in planning successful career.

Till date research in the areas of career management was done on the organizational practices that help the individuals to have great career opportunities. The multi-dimensional ideology of career management was acknowledged to be useful in general. Further, analysts have created typologies to arrange the multi-faceted dimensions of Careers. The results of these dimensions were tested empirically and discussed in the form of two theories accepted globally i.e., Organizational Career Management (OCM) Practices and Self Directed Career Management (SDCM). Nevertheless, the latest research has recognized new points of view because of irregularities in the aftereffects of the empirical observations conducted in isolation with regards to Globalization. Therefore it is essential to analyze the pronominal patterns of career management and its results. Various theoretical frameworks and Complex models were developed to understand these patterns.

In addition few mediators and moderators are recognized to analyze the pronominal patterns which are empirically studied in isolation of researchers.

In the Indian context Career research is highly fragmented in nature as it is still in its infancy, but is fast gaining interest by both academicians and practitioners. Although theoretically the major dimensions of Career Management Practices influencing workplace have been identified, the Individual's role in transforming the opportunities into Individual Career Strategies towards achieving Career Success is still under study as compared to global literature. There is a need to fill this gap as Career Success dimensions are contextual in nature and would vary from individual to individual. The research reviewed till date suggests that Career Success should be managed through Individuals efforts but there is a wide argument that Organizational Career Management and Individual Career Management practices overlap and individuals will have to manage by aligning their career practices with organization support policies to be successful during any career contingency, but there is a dearth of empirical support and calls for empirical testing of prescriptive literature. The following sections review the literature in detail and identify the gap addressed in the current study.

2.2 Career Management Research

This section deals with the literature on Career Management and Career Success in the global and Indian context along with conceptual foundations. The role of Individual and Organization in managing Career Success, the reasons for integrating Individual and Organization factors with Career Success Management and the related theoretical and empirical literature is discussed separately.

2.2.1 Career Management and Career Success

Research related to Career Success has become more prominent and systematic over the years. There has been growing interest (Hall, 2002) in career management due to fast changing business environment owing to Mergers, Acquisitions, Downsizings, Restructuring that caused many fundamental changes in the business environment. There is a global growth in the opportunities for individuals but demand high talent pool, multi functional specialization as environment has become exceptionally dynamic. Advances are seen in the social patterns in relation to personal satisfaction, quality of life and the changing anatomy of individual's life. Continuous downsizing, restructuring and layoffs in

the business firms are the new challenges to the organizations with regards to the employee relationship (Baruch, 2006). Likewise, it added value to the increasing developments in the career changes with a transformational shift of long-term employment to shorter employment periods. The psychological agreement between the employees and organizations are also changing significantly, with the consequent changes in the meaning of professional success in terms of corporate laddering (Lam et al. 2012; Beate Cesinger 2012; Ng, Eby et al 2005).

2.2.2 Career Management and Career Success Defined

Career management has been defined as individual activity in developing core competencies that enhance their career opportunities (Greenhaus & Callanan 2010). In the recent times interest has grown in understanding its processes by both organizations as well as individuals because of the developments, implementation strategies and monitoring goals and techniques of career through observation, planning and analysis. Many researchers have highlighted the traditional and contemporary developments in the concept of careers of individuals (Yehuda Baruch 2006; Cohrs, Abele, Dette, 2006; Hall 1996b, 2002; Arthur et al. 1989; Arthur & Rousseau 1996; Baruch & Resenstein 1992), the studies propose that the structured planning by individual is very important in choosing and setting personal goals, formulating strategies in the choice of profession and remaining productive through enriching knowledge, skills and abilities throughout, since organizations provide opportunities to those individuals who match their requirements of competencies. In the career management model proposed by Bernardin and Russel, career management is proposed to include individual career planning and organizational career planning; leading to career development. Employees identify information about career paths within organizations and plan the strategies for performance thus career development benefits the employees for their personal career planning and also develops career management at organizational level. Extensive works on careers and employability are done by Yehuda Baruch. His work presents the changing terms of employment where individuals lay the onus of securing careers by developing employability characteristics rather than securing employment, to this effect Baruch has presented a Triad model called Career Active System Triad (CAST) serving as a structure for providing contemporary career development attitude. This framework of three levels tries to analyse the values, approaches and behaviours. At the value level, it considers the basic morals, principles and

cultures. The second level deals with the assumptions and approaches, to translate values to the next level of behaviour, practice and action. The value represents the aspirations in the individuals, strategy for the organizations. These results are actionable towards the managerial practices in the organisations and also the behavioural patterns of individuals. CAST is a functioning system with never ending motion. Baruch presented this model as a ready reference that can be made use of when people come across pressures either from external environment or internal organization and its people. The work provides support in Seane Leons (2014) conceptual framework that examined shifting nature of careers by identifying the influence of changing demographics. Their framework suggested a set of comprehensive variables on career like expectations, experiences and results to be investigated. In the changed nature Baruch noticed that organizations have stopped linear career succession plans and are only facilitating the employees to improve competence by providing challenging opportunities so that they acquire ability of employment. Thus the body of research, in particular has focused on the dynamic environments leading to the development of career management responsibility primarily on the individual, it has observed that over a period of time organizations should act as mediators in providing opportunities and conditions for successful careers and satisfaction. However, the underlying characteristics such as individuals' career anchors, self beliefs and personality have also caught interest of researchers.

2.2.3 Current State of Career Management Research

The insight into the changing nature of employment relationship due to Globalisation, Technological advancements that affected the nature of business, social relationships, occupational relationships world over have been tested in the works of various authors like Yehuda Baruch and Mary Peiperl (2000), Ismail A et al (2014), Daud & Madrah (2011); Greenhaus, Callanan & Godshalk (2000); Ismail,; Puah & Ananthram, (2006); Gratton and Ghoshal (2003), Norman Amundson (2004) Mark Roehling et al (1998), Cunningham et al (2005) Babette Raabe, Michael Frese, Terry A. Beehr, Zella King(2002), Crites(1969, 1976). On the other hand research on human resource development emphasizes on the Changing Demographics and its influence on changing nature of Careers. Study by Sean T. Lyons (2014) has found that there are generational differences found in gender, immigration, and socioeconomic factors creating to the career in the progressive generational forces of workers. The research finds support from the studies of Norman

Amundson(2004), Gratton and Ghoshal (2003), (Cappelli, 1999) and others who have identified that career moves are triggered by factors of sociological changes in the form of changing family structures, increase in lifespan and work lives, Dual career couples, changing internal values, attitudes and behaviours reflecting in the self directed careers or individual centered careers characterized by work life balance, more personal fulfillment and learning, have initiated. The changing natures of work and employment relationship has been widely worked upon by other authors like Mark Roehling, Lisa Moynihan, Marcie Cavanaugh, and Wendy Boswell(1998), they have also presented a table of changed descriptions on the new employment relationship.

Table 2.1 Descriptions of the New Employment Relationship

Dimension	Old	New
Loyalty	Workers present initial reserves of faithfulness & loyalty. They want it to be true (Hacket, 1996)	Bringing out the casket in employees, organizational loyalty will be put to rest. (Cole, 1997)
Employability	employability was viewed as a phenomena, fading away soon" (Lee, 1997)	It will be the major element"(Roehling, Cavanaugh, Boswell, Boudreau, Ash, 1997)
Job security	Assuring job safety (Schalk Freese, 1997)	Safety is a relic of the previous times.(Herriot & Pemberton, 1995)
Trust	It was a crucial factor in the new work environment. (Csoka, 1995)	New agreement is articulated as a way of deprivation of the relationship in employment

| | | and trust levels(sparrow, 1996)

The new policies are the terms humiliating employment relations and trust levels. |
|---|---|---|
| Helping career development | Many organisations, tend to feel that employees are completely responsible for their careers, not the employers(Hall & Moss, 1998) | Employers support the employees to develop and improve their skills to develop in their careers (1998) |
| Shared obligation towards business purposes | Doesn't believe in mutual and committed goals (Laabs, 1996) | Employees are committed to the business objectives (Csoka, 1995) |

In the given context, employees are responsible to their career development, considering advice, guidance and the information given by the employer. These systems made people to move to dynamic systems from stable career generating new psychological contracts. Zella King (2004) talks about career management in the wider context and suggests that career management is all about finding choices instead of perfect fit between organizations and employee goals. The new psychological contract has changed the traditional career systems. The system earlier focused on organizations as the source of job security with their tenure systems but in the new system the progress depends mainly on the professional issues, learning conditions related to professions as opposed to their duties. Careers in the dynamic environments are a matter of importance to be carefully decided since individuals derive success from the career initiatives adopted. These initiatives consist of different actions like career management planning; developing skills and networking that provide career satisfaction as well as job satisfaction because careers are central in the lives of people that determine occupational and life successfulness.

2.2.4 Outcomes of contemporary Career Management Systems

A significant part of the writing depicts the changing example of professional conduct because of societal powers, for example, a reduced composed work, authoritative rebuilding, downsizing, off-shoring, and diminishing of the progressive levels Cooper and Burke, 2002. These are the forces in them reacting to the increasing in worldwide competition, technological developments, increase in the usage of technology in products and process, and production capacities of the developing economies. In the light of the current changes greater interest into understanding how individuals can derive career satisfaction and success derive importance since organizations require fewer competent and smart employees to achieve core competencies and develop competitive advantage for their firms. New types of career behaviour and career development are portrayed as one significant adaption at the personal level. Peter Kuchinke, Un-Yeong Park, Rousseau, (1995) have noticed that the psychological contract amongst employees and managers is said to have moved from social to transnational, from common commitment and care over numerous years to project based and frequently short term contracting of work. A structured planning is important in choosing and setting personal goals, formulating strategies in the choice of profession, remaining productive by enriching knowledge, skills and abilities throughout so that opportunities are available. A balanced approach fulfilling individual career planning and organizational needs should be integrated by creating organizational initiatives that match people competencies.

The changes in the notion of career management and responsibility is clearly portrayed in the works of Kossek, Roberts, Fisher, and Demarr (1998) who announced that the organizations progressively seek to shift the responsibility of career management of their human resources to the worker as a policy. These progressions impact the career improvement, bringing about non-linear and less expected career designs thus an evolving aspect is career adaptability but, there seems no accord of its measurement or how to treat it, should it be considered as skill, character, resource or individual preparation (Goodman 1994; Morrison and Hall 2002; Savickas 1997; Super and Knasel 1981). Yehuda Baruch (2006) in the paper "Career development in companies and ahead: Balancing traditional viewpoints and contemporary perspectives" had clearly outlined the traditional and contemporary developments in the concept of careers of individuals. The study described the path of developments and current challenges that lead to the concepts of career success on self adequacy and self career management. The research identified the factors that

forced transitions like redundancies and rebuilding. These factors moved individuals from a steady career framework to a more dynamic framework generating new psychological contracts that result in the view of career success as struggling career related worry in exploring different career choices and career ways. The study advised the measure to tackle career related stress as Career-Resilience. The means to achieve resilience is gaining Employability rather than secure employment. Baruch has further noticed that organizations have stopped linear career succession plans and are only facilitating the employees to improve competence by providing challenging opportunities so that they acquire ability of employment.

2.3 Career Self-Management

A common approach towards Career Management was based on Career Push, which included climbing from one step to the next in a linear progression became no longer practical following the changes, the more effective way of managing careers involve allowing individual preferences in terms of strengths, passion and people to pull careers steadily along in a better direction that allows growth (Greenhaus, Callanan and Goldshalk 2009). Thus the contemporary works focused Careers which are changing. The long term linear careers transformed into short term need based exchanges between organization and employee changing even the psychological contract (Adamson et al. 1998; Baruch 2003). The main transformation is shown in the form of offering careers with opportunities to develop (Rousseau 1995,1996; Herriot and Pemberton 1995) by organizations and individuals committed to multiple tasks simultaneously than being committed only to organization. Research is conducted on identifying the new relationship among employability and competencies. The studies have strongly determined the prominent role of individuals' abilities and self-efficacy accompanied by networking and social recognition (Baruch, 1998; Cohen, 1991). In particular Baruch's' work on transforming careers has reported list of multiple commitments by people quoting from Parker and Arthur (2000) work. The list discusses duties of people on industry (area); occupational and professional corporation, area (local to national), philosophy, religion, alumni(school, college, army force administration or reserved powers once applied) groups which support family, virtual and company. Further works by Anneleen Forrier, Luc Sels(2003) highlighted on the current variations in the meaning, measuring the employability and careers by proposing a conceptual technique on the employability procedures. The

technique outlines factors affecting a personal chance of getting a job in an internal and external market and the impact of their interaction. The study identified behaviours in individuals that can successfully result in their career expectations. Three such behaviours identified were (1) ability   (2) career capability and (3) self-efficacy. Thus this conceptual technique of employability procedures gives insights to the different mechanisms that affect the opportunities in internal and external work markets. The model acts as a road map which can be applied not only to special target groups like unemployed and employed but to the entire active population. The learning from employability will make the individuals to be responsible to their career. The study is supported by other researches Mark Roehling et al (1998). Andreas Hirschi's (2012) provided practical implications in successful career management by focusing on four career resources using the varied concepts of self-controlled career management SDCM constructs. The constructs include career adaptability, employability, career motivation, self-management and competencies. The empirical studies support SDCM and its impact on Career Growth Prospects (David Okurama 2014; Lent, Brown, & Hackett, 1994)

2.3.1 Work Values in Career Self Management

The studies so far revealed the importance of self management of career by individuals and making career development path. The theory advocates Self-efficacy as a primary component. Hirschi's (2012) Career Resources model focuses on the content areas of Self-Efficacy, Identity resources, Social resources and Human capital resources. Increasingly individuals today manage careers in an energetic, self-controlled ways directed by personal values .Several researchers have emphasized that ethics at work provide an intrinsic measurement a person's fortified inclinations that shows as person's needs at work (Bo Young Choi, Boram Kim, Sun Hee Jang, Sun Hwa Jung, Sung SikAhn, Sang Min Lee, and Norm Gysbers, 2013). According to Lofquist & Dawis (1978), Ginzberg, Ginsburg, Axelrad, and Herma (1951), work esteems determine the needs of people at work. Further two types of work values Intrinsic and Extrinsic were identified Mill (1974) where intrinsic values are characterized by work itself like contentment or self-acknowledgment and extrinsic values regards the results or elements of work external to it (George and Jones, 1997). Assortment at toil, serving other individuals, freedom at work, headship, and accountability are also viewed as inherent values (Hirschi, 2010). Likewise higher pay, secured job, quick easy entry into job, recreation time along with work, and respect at

work are considered extrinsic values (Dawis and Lofquist, 1984; Katz 1993). Authors Abele in 2002, Brunstein, Schultheiss, and Grassmann in 1998, Brunstein and Stief in 2001 and Locke and Latham 1990, have stated satisfaction in career as related to success in career because from a general point of view life-achievement is related to one's job, profession and personal life. Career success implies both to individual and organizations because employees achieving success in profession proves that employees have reached organisational goals which are the leverage for are utilized to achieve competitive advantage by the firms. The new employment relationship emphasize that the employees today focus more career satisfaction characterised by achievement of job satisfaction as well as psychological satisfaction. Multiple studies were undertaken to identify the interaction of Situational factors, General Dispositions (Big Five Personality factors) and Work Related Results e.g., high level of performance, organisational dedication, authoritative responsibility, optional activities like citizenship behaviour, and satisfaction) in addition to less absenteeism, delay, and turnover (Cohrs, Abele, Dette 2006; Hulin Judge; JCM; Hackman & Lawler 1971; Hackman & Oldham 1976). The studies support the interactions to be related to job satisfaction through Meta-analyses (Fried & Ferris 1987; Loher, Noe, Moeller, & Fitzgerald 1985). Influence of responsibilities on to job satisfaction depends on individual character. The relatedness of all these factors was supported in research also (Hackman & Oldham 1976; Hart & Cooper 2001; West 2001). The work has also assessed the work centrality and professional self-efficacy which were positively correlated with satisfaction in job (Agho et al. 1993; Schyns & von Collani 2002).For qualified experts, work attributes, like independence, participatory administration, and qualification capabilities appear to enhance the satisfaction levels in job. Field of occupation also was of substance where work esteem was considered a center factor which can fundamentally affect profession self-viability and choice of career decisions. During the process of choosing the career, interest, identity, and talent are considered as vital career factors. Social cognitive career theory (SCCT) prescribed a model on how individuals create and pick their career (Lent, Brown, and Hackett, 1994). Further the model proposes career growth as a way of bringing together academics and interests towards career performance where self-adequacy is an essential part. It is the confidence exhibited with ability to perform tasks successfully. Self-adequacy can be acquired during work experience through learning furthermore it may result in creating interests and future goals (Lent et al., 1994). Thus intrinsic ethics recognized important and correlated to self-viability.

2.3.2 Career Maturity and Self Concept

Most of the studies have focused on series of changes that influence work life (Amundson, Jangs, & To 2004, Feller 2003; Herr 1999). They described that at macro level, the changes include increasing global effect, information, technological advancement and demographic transformations. The studies have also indicated the changes affecting working life because of the global changes. The current work life is characterised by increased competition, more requirement for productivity. These resultant changes have affected the organizations in moving towards changing the structures and processes for sustaining competition such as merges, joint ventures, alliances etc. In addition, the career pathways have become unpredictable due to greater technological changes, complexities in the work systems, increased diversities, need for team work, and necessitating continuous learning, and networking, interpersonal skills in the individuals. Individuals thus need to become more self-sufficient. The outcome is described in Mark L. Savickas A, Laura Nota et al. (2009) work which depicts the interconnectivity between the life domains and career development. Their study analysed that in the new paradigm individuals should progressively design and build their work and life trajectories themselves. Further studies are conducted to identify the factors influencing the career growth prospects of individuals. David E. Okurame (2014) has identified the factors as demographic variables, individual initiatives, self-efficacy towards career growth. The study provides insight in understanding the impact of variables on career growth prospects. The study offers practical solution to organizations in framing strategies and programs to improve the career growth prospects. Demographic variables explain the role of career growth and attitude Studies by Powell & Butterfield 1994; Okura Et al. 2005; Sullivan & Arthur 2006; Grimland & Baruch et al. 2012; Okurame 2012b. have identified the role of demographic variables in shaping the career attitudes in individuals. Further studies have also identified the role of gender in shaping the career attitudes (Inceoglu, Segers, Bartram & Vloeberghs, 2008). The studies have observed that men are motivated more by promotions, whereas women tend to develop relational based careers. The next important demographic variables which shows impact is age. Globalization brought changes in the work systems and societal values like increasing prominence on individual achievement, autonomy etc. In the new system work-family balance are paramount as it creates the concerns of contingent, free-lance, temporary, external, part-time, casual employments.

The concept of self is termed as proactive personality; the elements include personal progress initiative and self-efficacy. Proactive personality is an emerging concept in positive psychology used as an approach to understand the self-determination and improvement (Robitschek et al.2009, 2010, Martinez, Murray Shotts 2009; Ayub Iqbal 2012; Sharma & Rani 2013; Yakunina, Weigold & Weigold 2013). It is described as adopting positive and proactive approach towards work with confidence and ability to take up challenges of life and career. (Robitschek & Cook, 1999).The approach has long term goal oriented focus to gain advantage of growth opportunities in the light of risks (Sharma & Rani, 2013). Studies highlighted the role of proactive personality in facilitating the efforts of individuals towards relevant objectives (Karakowsky & Mann 2008; Weigold, Porfeli, & Weigold 2013).

(a)Personal Growth Initiative

Personal growth initiative is a deliberate attempt to identify and utilize opportunities, resources to attain explicit growth objectives. The initiative helps individuals to direct their efforts and accomplish tasks (Karakowsky & Mann, 2008, p.21; Weigold, Porfeli, & Weigold, 2013). It can also be understood as a self-change process involving a cognition development process towards creating a positive belief on individual skill and ability (Robitschek et al., 2009).

(b)Self-Efficacy

Studies have identified the role of self-efficacy as crucial factor in attaining individual achievement and autonomy (Bandura 1982, p. 310; Lent & Hackett 1987; Gist & Mitchell 1992; Ballout 2009; Oni, 2013). Works of Bandura (1997); Turan et al. (2013) have defined self-efficacy as the ability to perceive the goals through determined actions in achieving outcome expectations. Studies have further confirmed the impact of self-efficacy in facing the challenges of career growth and advance (Bandura 1982; Lent & Hackett 1987; Gist & Mitchell 1992; Stajkovic& Luthans 1998; Ballout, 2009; Oni, 2013; Wright, Jenkins-Guarnieri & Murdock, 2013).Furthermore studies have described the process of self-efficacy in improving the ability of facing challenging tasks and pressure through increased perceived individual control (Gist & Mitchell 1992; Saks 1995, Williams & Williams 2010). Chen, Webber et al identified the positive impact of self-efficacy are job planning and team work.

The combination of proactive personality and self-efficacy is termed as proactive personality (Ashton & Robitschek et al, 2010). Proactive individuals invest their abilities in creating opportunities at the workplace and therefore become successful in their careers (Thompson, 2005; Major, Turner, & Fletcher, 2006). Proactive individuals engage themselves actively in improving networking, demonstrating creative motivation because of which they have a continuous motivation to learn, feel personally responsible for improving and challenging status quo and move towards development and growth (Zhou & George, 2001; Kim et al., 2009). The implications of such behaviour are seen in the form of self-improvement and accomplishment thereby leading to success (LePine & Van Dyne, 1998; Rosenbaum, 1984). General proactive behaviour includes voice behaviour i.e., change oriented constructive communication with an intention to advance the situation (LePine & Van Dyne 2001) and taking charge behaviour which means demonstrating deliberate and constructive efforts in executing the works that affect the jobs, business units or companies (Morrison & Phelps 1999). Further studies by Crant (2000) provided two category integrative frameworks towards proactive behaviour. They are (a) General behaviours that challenge status quo (b) Contextual behaviour accomplishment for a specific career. Thus the studies have concluded that people with initiatives can drive an opportunity successfully by articulating ideas towards fulfillment of the objectives (Fuller et al., 2006).

2.3.3 Career Anchors

The technological socio-economic changes around the globe have transformed the organizational boundaries and created less structured, diverse and competitive career systems. The new career systems enforced the individuals to adapt qualities embracing the terminology intelligent careers (Arthur et al. 1995). Arthur further explained three concepts that successful career management requires 1. Intelligence in the form of understanding the necessities, common lifestyles values and attitudes ("know why"). 2. Skills, abilities, expertise, explicit and tacit knowledge, competencies, ("know How"). 3. Relationships and Networking ("know whom"). Further three other concepts "Know What", "Know Where" and "Know when" were added (Jones and De Fillippi, 1996) that indicate identification of opportunities and threats, acquiring training and advancements, emphasising the timing of undertaking the activities. The studies reveal that there should be a fit between the careers of employees and work environment (Suutari & Taka, 2004).

The fit is represented in the form of self-perceived talents and abilities that are termed of career anchors that guide employees in career decisions. It is noticed that employees who identify their career anchors can successfully mould careers in the changing work environments (Coetzee, 2006). The constructive understanding of the psychological career resources i.e., career anchors help individuals in proactively adopting the career self-management behavior (Coetzee & Schreuder, 2008). Further studies by Schein (1975, 1978, 1990) have explained career anchors as understanding career motivations and forming career identities that help in making career decisions. Schein initially also identified five career anchors formed on the basis of values, talents and needs of a person, a pattern of self-perceived talents that guide individual careers. The anchors were 1. Technical/functional competence 2.Managerial Capability 3.Safety and Solidity 4.Independence and Autonomy 5.Entrepreneurial Creativity. More three anchors were added by Schein which were service or dedication, lifestyle and challenge and published all the eight in career orientations inventory (1785). He also introduced career anchor theory which can complement Bem's self-perception theory that talks about identifying and exploring attitudes, emotions and internal states of an individual. Further studies by Hall(1976) supported Schein career anchors. Derr (1980) explained the formation of a stable career anchor in an individual over a period of time. He suggested that it is a flexible process as it depends upon the changes occurring in the workplace as well as changes in the personal life. Especially with the changing work systems like downsizing, re-structuring, delayering etc. The importance of individual competence and ability became more prominent as employers no longer provide security to jobs. Therefore employability has to be adopted by the individuals rather than securing employment (Ghoshal Et al., 1999; Baruch, 2001). Three tools in gaining employability have been identified by Baruch (2001), they are resilience, intelligence and self-efficacy.

2.3.4 Core Self Evaluation

The application of self-efficacy had been significantly identified as helping an individual in developing cognitive appraisals of abilities and potential utility in exploring career related behaviours that help in career decision making. According to Bandura (1977), Taylor and Betz's work (1983) self-efficacy enables an understanding of career choices thereby helps in career decision making self-efficacy (CDMSE). CDMSE is most popularly used instrument for measuring career decision making. Further studies by Crites

(1976, 1978) proposed the process of career decision making requiring choosing between five career competencies of individuals they were – (a) Self-appraisal (b) Information Gathering (v) Problem Solving (d) Framing Objectives (e) Deciding course of action. The five competencies were used in constructing CDMSE scale by Taylor and Betz's work (1983).It is further noticed that these competencies helped individuals in making work and organizational mobility. Bandura (1986) derived Social Cognitive Career Theory (SCCT) which speaks about linking of personal goals and expectations with self-efficacy to achieve the desired outcome. Recent research on identifying the traits that meet job satisfaction in an individual has resulted in the concept of core self-evaluation, it is a generalised construct which Judge et al (1978/98) developed. It is a concept of higher order trait in the individual facilitating fundamental evaluation of individual's, competency and capability. The concept is presented in the form of generalised construct and consists of four traits – Self-esteem, Self-efficacy, Neuroticism/Extroversion, and Locus of control. It has been observed as an important positive predictor of satisfaction (Erez, Bonu & Thoresen, 2002). Judge et.al (2002) argued that a strong relationship exists between core self-evaluation and intrinsic satisfaction of an individual.

2.3.5 Organizational Factors

Along with career anchors and core self-evaluation, organisation is found to play a crucial role in mediating the relationship towards satisfaction outcomes of individuals. Social Exchange theory (Blau, 1964) presents that when organizations encourage employees in career management support; it results in fullfilment of psychological contract and job performance (Turney & Feldman, 2000). It may further result in organizational citizenship behaviour in the employees (Coyle Shapiro & Kessler, 2000). But changing technological work environments anticipation of active career management help from the organisations is not possible because of the frequent organizational changes (Sturges et al 2000). But they can still provide informal support in the form of mentoring, coaching, training in the work related skills and knowledge etc., (Barnett & Bradley 2007; Baruch 2006). The new career management tactics can help competent individuals to improve knowledge and skills which enhances individual's career satisfaction (Power, 2010). It was noted that the new career perspectives were emphasized by self-directed career moves by individuals within the organisational setup. The careers shifted from the long term linear progressions within the organizations to exploring new ways in the process of development by changing

physical and psychological boundaries through experience and organizational support in the form of sources of identity, relativity and autonomy (Gutteridge et al, 1993, Baruch 2004)

2.4 Career Development theories
2.4.1 Developmental Theories

Studies have revealed that career planning and managing, apparent career development provision and fulfillment are highly interrelated (Green Haus et al 2000, Mondy et al 2002, Chen Chang Yeh, 2004). The development of the career paths of the individuals depends upon the perceived support from the organization in career planning and management, leading to the increased job satisfaction (Chen et al, 2004). The development of the organizations into the role of providing career development support and self-directed career management by the individuals evolved through a series of developmental and process-oriented theories. They provide an understanding of contemporary career concepts. The major proponents for the developmental theories were: (1) Self-concept theories (Super 1963; Ginzberg 1952), (2) General developmental theories (Ginzberg 1951, 1966), (3) Social learning theory of career choice (Krumboltz 1994), and (4) Life span theory (Super 1957, 1980).

Self-concept theory explains that the career decision making in an individual resultant of self-development and learning process. It relies on the assumptions that an individual attains maturity over a period, evolves on the basis of perception of self and the world and the evaluation of the concept of self and the career roles (Ginzberg, 1952; Osipow, 1990; Super, 1963). Morrison (1962) argues that the self-concept theory pays limitations because of its subjective understanding of the self and role perception.

General developmental theory assumes that career decision making is a stepwise process consisting several decision stages that emphasise the individuals career decision making choices (Ginzberg, et al. 1951, 1966).

Social learning theory relies on behavioural reinforcement Krumboltz's (1994) suggested that individuals learn over a period of time and retain the behaviours that are rewarded and provide positive reinforcement. Career decision thus is an extract of the continuums interactions with the persons, organizations and situations resulting in learning experiences

Super's life span theory relies on the relevance on different roles on a person had to take up in life. The roles differ from time to time with the developments in the nature of the existing role Super (1957, 1980).

Considering the four theories towards career development, according to the social and development theories career decisions making depends on the past experiences of the individual formed in interaction between individual and environment. On the other hand self-conception and life span theories consider individuals maturity levels as the basis for decision making related to careers. Nevertheless, it is difficult to attribute to the maturity levels alone as it depends on the experiences and life encounters of individuals which may differ in general (Sun & Wang, 2009a).

2.4.2 Process Oriented Theories

These theories propose models to explain career decision making process. Three, models are prescribed, they are: 1. CIPM - Cognitive Information Processing Model (Sampson, Lenz, Reardon, & Peterson 1999), 2 CDM - Career decision making Model (Herr & Cramer 1988), and 3. SCCT - Social cognitive career Model (Lent, Brown, & Hackett 1994).

Cognitive Information Processing Model (CIPM) emphasises the role of cognitive and knowledge abilities in decisions regarding career. It depends on the memory and thought process to gain solutions to the problems in career decision making (Sampson et al, 1999). Early research also supported the notion that provided a general procedure for processing the information in problem solving called CASVE - communication, analysis, synthesis, valuing, and execution (Woditsch, 1977)

Career Decision Making theory (CDM) theory on the other hand relies on the actions taken during the events of life that are critical and show significance in influencing the careers of the individuals. The studies suggest that the decision making is an active process of choosing the alternatives from options available and the success is ability of the individual to identify and evaluate the best alternative (Pietrofesa & Splete 1975). The theory also identifies the stages in which career decision occurs- problem description, creating alternative scenarios, information collection, information giving out, creating plans, goal explanation, and pleasing action (Herr & Cramer 1988).

Social cognitive career theory (SCCT) proposed by Bandura (1986) suggests that personal goals of an individual influence the career decision behaviour of an individual. The theory

also suggests the effect of interests and expectations in framing the decision choices. The theory suggests three theoretical constructs of Self-efficacy, about Outcome expectations, and the Personal goals to be fundamental in career decision making. These constructs interact in the social processes like beliefs, practices and demographics like gender, race, social status etc. and shape the individual behaviour.

2.4.3 Summary of Core Career Development Theories

In summary the theories on career development significantly contributed in the emergence of three broad categories of variables that have major impact on the career decision choice of the individuals. The categories are Intrinsic, Extrinsic, and Process variables. The intrinsic variables are the psychological states that influence career decision making. They are personal goals, expectations, personalities, personal value system, needs, genetics, abilities, self-made, self-efficacy and self-knowledge.

Extrinsic attributes which affect career decisions are general job-related information, career choices, work setting and environment, critical events, career models, lifecycle roles, positions and social circumstances. The process factors are period of time, communication, investigation, synthesis, implementation, observation, and demonstrating (Ginzberg 1951; Super 1957 1963). The interaction between intrinsic and extrinsic variables along with the situational demands arising due to technological developments and globalization has resulted in the emergence of new forms of careers.

2.5 New forms of Careers

The dynamics of the interconnected complex organizational systems have affected the employees psychologically towards job security and career development opportunities leading to situations where employees are required to assume responsibility of their careers. There was a new form of psychological contract which quashed eth earlier expectations of organizations providing career progression and security (Rousseau 1995, 1996; Herriot and Pemberton, 1995). Within the changes meaning of careers the emphasized shifted from long term linear progression in the work structure to self-directed career moves. The research has found that the new career relationships focused on short term transactional relationship where organizations only facilitated "opportunities for development" (e.g. Adamson *et al.* 1998; Baruch 2003). Extensive research has been

conducted with the major objective of exploring the new forms of careers by the individuals in the pursuit of career and psychological success. Within the new form careers were explained as individual ownership with a intervention of organizations in providing planned practices for developmental opportunities (Baruch, 1998), Further works have revealed the emerging types of careers where work was considered as major source of identity and self-fulfillment., yet the organizations were expected to maintain organizational structures and systems that provide multi directional paths of careers and jobs (Baruch and Rosenstein, 1992). It is also supported by the work of Gutteridge *et al.*, (1993), who emphasised that the responsibility of career development is on the individual because of the changing physical and psychological boundaries affecting the work the organizations and individuals. The new forms of careers included

2.5.1 Protean Career Attitude

In the new forms of career that challenged the linear progression of the individual career paths, which required them to adopt a flexible approach with the readiness to physical and psychological movement within and across jobs by them. Research explored major career concepts and provided a critical analysis of the key concepts and models (Sullivan and Baruch, 2009). The new approach was termed "career flexibility" (Ito and Brotheridge, 2001) which meant ability of an individual to work in different positions in and out of organisations. The change perception and behaviour towards the careers was perceived as developing an attitude that reflected flexibility and adaptation. Thus career attitude was described a Protean career attitude (Briscoe, & Hall, 2006). The concept of protean career was explained as consisting of value driven dimension and self-driven dimension. Value driven dimensions depend on the internal value system of an individual in providing career success, whereas self-driven dimension emphasizes on adaptive ability towards performance through learning. Further research on the two dimensions lead to the development of four career categories by Briscoe and Hall (2006), which are dependent dimension (low self-direction, low values ambitious), rigid (low self-direction, high values ambitious), reactive (high self-direction, low values ambitious), protean or transformational dimension (high self-direction, high values driven). They were further tested and validated on a 14 item scale by (Briscoe, Hall, & DeMuth, 2006), which measured protean career orientation. Further research by Sargent & Domberger (2007) reveals that individuals without any high level of job or physical mobility, can exhibit

protean career attitude. Furthermore, it is observed that the protean career behaviour in the individuals is a psychological development resulted in an attempt to adopt and adapt to the complexities of the work structures and individual abilities (Hall, 2002). He also defined protean career as the careers adopted by individuals in the pursuit of psychological success managed by oneself rather than organization. It is an attitude that provides individual with the career resilience, such that it facilitates progression. Research by Gubler, M., Arnold, J. and Coombs,(2013) had identified two sub components namely Protean career orientation (PCO), protean career path (PCP). PCO is explained as individual's description and attitude towards defining successful career and establishing criteria (Di Renzo & Greenhaus, 2011). Whereas PCP is found to be the path taken and managed towards attaining the career moves that are built upon the values framed self-directed career moves and the learning (Hall, 1976, 2002). Additionally research by Hall (2002) suggested two meta- competencies important for protean career adaptability and identity. According to him a meta- competency is the ability of an individual to acquire competencies. This ability is important for an individual who believes on PCC. Some of the competencies recognised were autonomy, self-direction, proactive behaviour, they form the elements of adaptability (Hall & Mirvis, 1996). In contrast identity is a successful element required in establishing the PCP. It includes developing identity awareness (self-image or self-concept or self-awareness (Hall 2004)), identity development and identity learning that provide for cybernetic self-perception (Hall, 2002, 2004). Additional research was carried out to gain in depth understanding on protean career concept and individualism Inkson (2006), Arnold and Cohen (2008). Further research on the critical analysis of PCC focused on the overlapping issues between protean career and boundaryless career Greenhaus et al. (2008), Sullivan and Baruch (2009)

2.5.2 Boundary-less career Model

The term "Boundary-less career" was first used by De fillippi and Arthur (1994). Sullivan and Arthur (2006) noticed that the physical and psychological barriers across the jobs were fading overlapping with the protean career concept. Their studies resulted in 2×2 model measurement displaying physical movements on the horizontal axis and psychological movements on vertical axis. The model helps in assessing the degree of mobility across physical and psychological dimensions by an individual. Further research introduced the differences arising in the levels of the degree of boundary-lessness due to individual

capabilities, cultural dissimilarities and gender inequalities. Earlier a 13 item scale by also developed by Briscoe and Hall (2005) to measure boundary less attitude. The 8 items measurement considers of individual's mind-set in working in the organisational boundaries and organisational motilities are considered as the other 5 items of measurement. But the most successful measuring the boundary-less career systems was the one presented by Briscoe and associates (2006) because it offered a stabilized measurement technique where results can be compared easily and practically implemented. This was advanced and made more consistent in the following year. Research also identified that proactive individuals show more preference to boundary less attitude. In this way Boundary-less career means a psychological phenomenon on how people perceive and plan their careers (Tams and Arthur, 2007).

Integrating Protean and Boundary-less concepts

As identified there was an overlap between protean and boundary-less careers since they both are the attitudes developed towards self-directed career management (Peiperl and Baruch, 1997). They termed the individuals seeking such career attitude as "post corporate career individuals" and career as integrated career attitude. The attitude had wide applications as it offered a framework which helped individuals in career decision making (Kelly et al, 2003; Mihail 2008; Özbilgin & Healy 2004). Greenhaus et al (2008). The integrated career framework offered by protean and boundaryless career concepts had three important components – 1. Multi directional career patterns 2. Career competencies 3.Career profiles. Multi directional career patterns reflect "Job crafting" the term coined by Greenhaus, it refers to the reorientation or reorganization of jobs by individuals and various initiatives in reframing their jobs. Career competencies the second component includes the knowledge, skills, beliefs, abilities, networking relationships identified to achieving self efficacy and multidirectional career patterns (De Filippi & Arthur, 1996). The last component involves the protean attitude containing self-planned career administration activities with values determined orientation (Briscoe & Hall, 2006). The integrated framework mentions the backgrounds that influence behaviour in the individuals - economic features, organizational circumstances, personal physiognomies. Moreover 16 career profiles were identified from the integrated framework (Briscoe and Hall, 2006). The profiles were created on the basis of two protean and two boundary less dimensions namely self-directed career management, values driven attitudes, psychological and physical mobility.

2.5.3 The Kaleidoscope Career Model (KCM)

The post corporate career individual with the integrated career attitude undergo job mobility in the pursuit of finding a strategic fit among work demands, opportunities, interests, personal values and organizational changes. As a result, the individuals have to redefine and reorganize their work and personal behavioural patterns. Thus, every aspect of life create interrelated changes to cope with the things found similarly in a kaleidoscope where in the mirrors in it produce changing patterns forming new arrangements when the cube is rotated.

Like the three mirrors in kaleidoscope which infinite patterns when rotated, there are three career parameters which form the interrelated patterns in the Kaleidoscope Career Model (KCM). The parameters are Authenticity, Balance and Challenge. Authenticity helps individuals to make choices, balance provide for achieving equilibrium with in work and non-work interest and challenge acts as motivator in creating simulative work.

2. 6 Career Success

Research so far identified different new forms of careers which have emerged in response to the achievement of the goal of individuals' career success in the new work settings. It has been described as the outcomes of work related and psychological role changes (London & Stumpf, 1982).Several researchers who worked on career success have defined it as factual or professed attainments of the individuals gathered over a period of time through work involvements (Judge, Cable, Boudreau, Bretz 1995).Investigation into career success concept identified two ways of measuring it, objective and subjective, also termed as extrinsic and intrinsic components. Objective measures include measures verified by others like number of promotions, compensation, current positions, income levels which are further categorised into demographic (age, gender, marital status etc.,), human capital (experience, education, tenure etc.,) and organisational factors (supervisory support, mentoring, organisational culture) (Becker, 1975; Pfeffer & Ross, 1982; Pfeffer & Davis-Blake, 1987; Whitely, Dougherty & Dreher 1991;Whitely, Judge & Bretz, 1994, p.31; Judge et al. 1995; Daley 1996; Whiteley& Coetsier 1993; Kirchmeyer 1998; Wayne et al. 1999; Seibert, Kraimer & Liden 2001; Ng et al. 2005). The subjective or intrinsic measures of careers success include career attainments of individuals based on their

judgement on satisfaction (job, advancement, career) considered to be broader pertaining to all aspects related to individual's satisfaction (Greenhaus, Parasuraman and Wormley, 1990; Poole, Langan-Fox & Omodei, 1993; Judge et al., 1995; Burke, 2001 Seibert, Kraimer & Liden, 2001; Martins, Eddleston & Veiga, 2002).

Further studies reveal that career success is predicated by two measures – career and job satisfaction (Judge et al. 2005). Job satisfaction is found to be more the responsibility of an individual than organization and it in turn influence individuals' career developmental decisions. Studies suggest that general disposition, situational and work-related factors mediate the job satisfaction (Christopher Cohrs). Further studies indicated that subjective experience of success influence the objective success because it increases self confidence in the individual and improve goals striving motivation (Abele and Spurk, 2009). Thus, job satisfaction is seen as an essential indicator of career satisfaction (Erdogan & Bauer 2005;Lounsbury, Gibson, Steel, Lundstrom, & Loveland 2004). Research further on the effect of objective accomplishment on subjective accomplishment noticed the role of subjective success in building judgements about value of human capital, self-worth and capabilities (Judge et al. 1995; Burke 2001; Stephen A. Stumpf, Walter G. Tymon Jr.2012; Chang, Ferris, Johnson, Rosen, & Tan 2012). This research has resulted in the development of the concept of core-self evaluation (CSE) measuring the self-worth and capabilities (Judge, Locke, and Durham 1997). CSE constitutes four personality traits self-esteem; self-efficacy; neuroticism and locus of control forming a generalised stable trait to appraise the self-worth in the individual (Judge, Locke, Durham, & Kluger, 1998; Judge, Erez, Bono, & Thoresen 2003; Judge & Kammeyer-Mueller, 2011). High CSE results in self-positive individuals. These individuals gain advantage towards career growth during job mobility and it enhances their experience career success (Heslin, 2003; Judge & Hurst, 2008; Srivastava, Locke, Judge, & Adams, 2010). Therefore objective and subjective career success evaluation serve as motivators and guide career decision making in the individuals (Yehuda Baruch and Nikos Bozionelos 2011). Further studies tried to identify the forecasters of objective and subjective career success, such as contest movement perspective and sponsored mobility perspective (Rosenbaum, 1984; Cable & Murray, 1999; Wayne et al., 1999; Ng et al 2005). Contest mobility perceptive involves human capital variables (skill, organisational or political acquaintance, education); social principal variables (networking and contacts) and motivation related variables (Kraimer, & Graf, 1999; Ng et al. 2005; Wayne, Liden).Whereas sponsored mobility perspective believes the role of sponsorship of powerful individuals in career advancement. The sponsored

individuals may get training exposure to corporate elite leader initiatives in achieving higher level positions (Wayne et al., 1999; Ng et al., 2005).Therefore, in the contemporary career managements, career success is more about subjective career satisfaction in the individuals who are proactive in their work settings and career advancements who also have the ability to take up active job mobility.   The active job mobility involves undergoing transitions and active transition management in order to consolidate career success and satisfaction through job mobility.

2.6.1 Proactive Transition Management

The proactive transition management is a voluntary transition activity taken up by self-positive individuals in the pursuit of career success using job mobility as strategy. Studies suggest that proactive transition management is influenced by the factors of Values in Action (VIA) Strengths, Resilience ability and self- efficacy, self- worth.

Values in Action (VIA) are the moral traits and the human values considered as higher order needs (Peterson and Seligman 2004). The strengths include measures of the abilities found through the estimation of the career anchors; resilience is the capacity of an individual to rebound back in the case of adversity or a conflict or an event of change or failure. The studies suggest that resilience can be trained in the individuals through positive psychology perspective (Luthans and Youssef 2007)

2.6.2 Resilience

According to Luthans (2002), resilience is the capacity in an individual that is formed from the conflicts, hardships, failures, or successful positive events and progressions in the life (p.702). Resilience is the learnable capacity that is formed in extraordinary people with high motivational and positive psychological mindset which can be measured also (Masten, 2011). The employees who have the positive mindset and are highly motivated are called as Resilient employees, who treats threats and failures as learning and transform them to opportunities which help them grow, develop and archive their personal career-oriented goals as well as organisational goals (Waite & Richardson, 2004; Walumbwa, & Li, 2005; Luthans, Avolio 2007).Thus Resilience is proved to be an important and valuable characteristics for an employee to resist the setbacks and bounce in their careers.

Fouad and Bynner (2008) felt that Resilience is one of the vital factors that help the employee to adjust with the difficulties and have a successful career transition.

Seligman (1992) identified humour, self-learning, self-efficacy, confidence and enthusiasm to learn and analyze new things are the personal traits of a resilient employee. Further Gilligan (2000) explains that it is a sense of base, efficacy, worth and esteem, adding that self-efficacy is essential with are the three components of resilience. In addition, Sutcliffe and Vogus (2003) have identified 3 resilient responses - wider data processing, relaxing of control and application of slack which are used by the resilient employees used for positive adjustment towards hardships in career.

So's **7-Mechanisms model of Resilience** (So, 2009) propounded 7 components, further divided into 3 categories as the functions of an resilient employee practices, which are

Fig 2.1 7- Mechanisms model of resilience
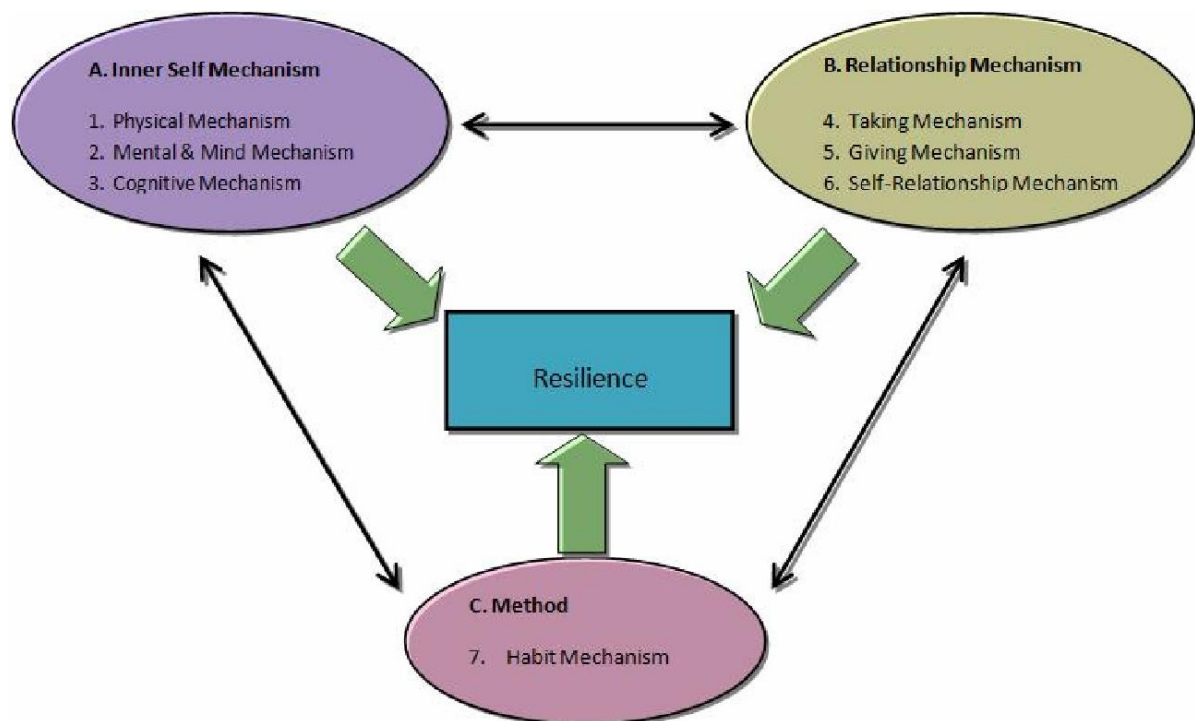
Adopted from Draft Background Research Paper April 2010

A) **Inner Self Mechanism** – monitoring physical, mental and cognitive awareness

B) **Relationship Mechanism** – monitoring the process of taking and giving, also self-relationship

C) **Method** – habit apparatus

These 7 parameters of resilience works as an interconnected system throughout the career transition period of an employee which allows the individual to grow strongly and have a successful career.

2.6.3   Transition Sequence Models

The research in traditional career theories till then was criticized to be inadequate to explain and understand the career transition process (Sullivan 1999, Cohen, Duberley, & Mallon 2004). Meanwhile For Instance, Chen (2003), observing the increase in career transitions in the job market felt that, need reduction theories (Roe, 1956) or attribute-matching theories (Super, 1957) are insufficient to explain the career transition process in the social context. On the necessity to enchant, studies till then were categorised into "Established theories" and "Emerging Theories"

(Brown & Brooks 1996; Zunker 2002; Niles & Harris-Bowlsbey 2002). The basis of classification are "Objectivist" and "Constructivist" approaches (Savickas, 2000). From the "Objectivist" perspective careers are considered as linear, structural and rigid, on the other hand "Constructivist" perceptualize careers as complex, flexible and emerging ideations (Chen, 2003; Savichas, 1992). These efforts facilitate to understand career transition in temporary (activities prior to transition) and social (activities influencing the individual to change) contexts (Savichas, 1992; Chen, 2003), contributing towards understanding the emergence of modern careers(Chen, 2003; Kidd, 2004; Cohen et al, 2004), also embracing the perceptions on career transitions.

(a) Hilton's Model

The model proposed by Hilton (1962) recognizes that absence of coordination among the individuals, work orientation and the reward systems at workplace results in dissatisfaction, affecting career transition. (Russell, 1975, p. 304) explains work orientation as how employees satisfy their wants and relative expectations towards their job, leading the workers to career transition. This model basis the relation between job dissatisfaction, lack of coordination between individuals and their needs and wants to understand the transitions in careers (Schaffer 1953; Wofford 1971; Russell 1975; Kalleberg 1977). This can be related to Schein's (1975) framework on coordination

between individuals and their career stability. Nevertheless Hilton's model (1962) basis the vital career changing factors in the traditional theoretical essence, not totally considered to understand the modern career and protean career changing parameters (Lee & Maurer, 1997).

(b) Sociological Model

Research till then confined to the individual factors, but some sociologists at macro-level observed that career transition is also socially driven (Diprete, De Graaf, Luijkx, Tahlin, Blossfeld 1997; Fujiwara-Greve Greve 2000) and found out that economic factors, societal dynamics, differences in industries and staffing policies in the organisations as the 4 major groups affecting the individual's career transitions (Ng, et al, 2007). Past literature on career transition was more focused on VTO - Voluntary Turnover (Wise, & Fireman, 1996; Lee, Mitchell, Muchinsky & Morrow, 1980; Chang, Rosen, & Levy, 2009). First scholars were Marc & Simon (1958), who identified that individual's perception and ease to move results in employee turnover. Later Jackofsky & Peters (1983) equated that interest in job movement links to job satisfaction and number of job alternatives, which have served as constructs to the volunteer turnover research (Hulin, Roznowski, Hachiya., 1985). Another contribution was from Mobley (1977), who conceptualized a 7 turnover factors dissatisfaction, job expectations, job alternatives, expenditure towards searching alternatives, comparing the alternatives, decisions and ending at turnover. Further Hulin and his colleagues (1985) added labour markets, alternative jobs, inactiveness, luck, attitudes and efforts to the above, in understanding the individuals decision of career transitions.

(c) VTO Model

While considering that the above models on career transition could research on the different aspects on individual's turnover, Lee and Mitchell (1994), have developed a model of VTO. This model focuses on psychological patterns of the employees which effects their decisions on turnover and found out that the decisions not always dissatisfaction in jobs lead to turnover, but sometimes not due to any strong reason also. Vardi's (1980) Integrative Model of Organizational Career Mobility Determinants and Hayes' career transition model (2000) have worked on employee turnover which provides workers and HRD professionals with a workout plan on transition across and inside the organisation. Another approach which was seen to be used widely was topology. Since

1980, academicians and philosophers made efforts to understand the transition at different levels.

(d) Schneider's Attraction-Selection-Attrition model

Another model with organisational perspective towards transition is Attraction-Selection-Attrition (ASA) model, (Schneider 1987; Schneider, Goldstein, & Smith 1995), assumes that firms tries to attract and select persons with 3 qualities, namely *Values, Personality and Attitudes* in different stages. The first stage to be is Attraction stage, where people with similar values to that of the organisations are attracted to be potential employees. In the second phase, organisations' chooses and selects the candidates with similar values matching with the current employees in the organisation. In the last stage, the candidates who doesn't fit to the organisational similarities will not be selected, also same with the individuals who feel discomfort will leave. This cycle tends to search, attract and select people with similar kind of thinking and behaviour thus considering both intrinsic (personal) and extrinsic (organisational) factors as influential attributes affecting the career transition decision.

(e) Minnesota Theory of Work Adjustment

One next theory the theory of Work Adjustment (TWA) model by Dawis & Lofquist (1984) considers the individual's adjustment with the environment. This model believes that the performance, behaviour and skills displayed by an individual also depends on the work environment with which effective interactions are possible also putting the employee at comfort and safe surroundings.

2.7 Types of Career Transitions

The earliest career transition typological model was propounded by a US based scholar Louis (1980) focusing on the intrinsic and extrinsic perceptions of persons during job transition. This model categorised transition into 2 main dimensions, inter and intra role transition, which are subdivided into 9 different types.

Fig2.2: Career Transition Typology

Inter-Role Transitions	Intra-Role Transition
Entry/Re-Entry Transitions	Intra-Role Adjustment
Intra-Company	Extra-Role Adjustment
Inter- Organization	Career- Stage Transition
Inter- Profession	Life- Stage Transition
Exit Transition	
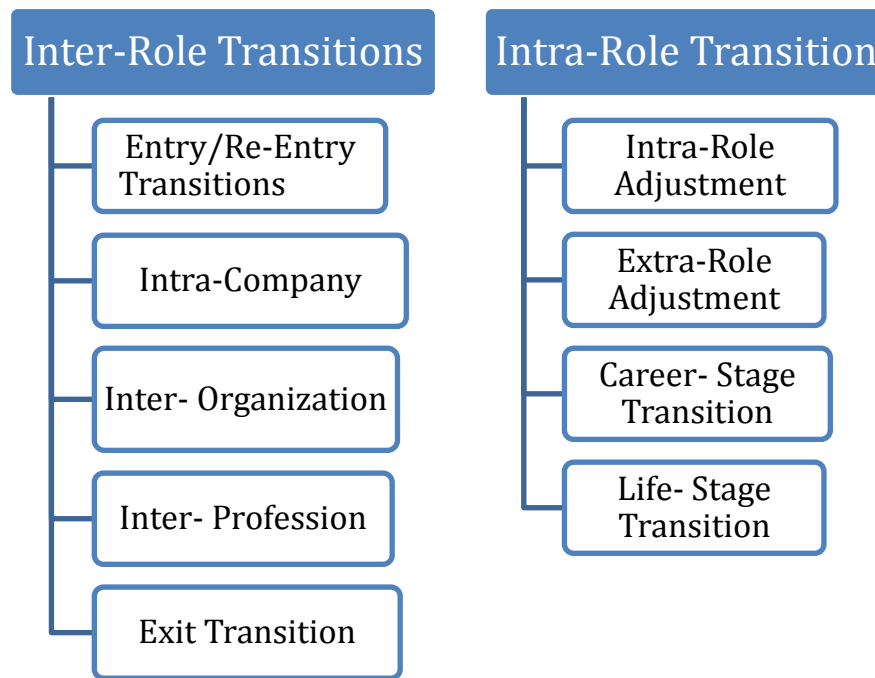
Louis' Career Transition Typology (source: Summarized from Louis, 1980)

The first category Inter-role transitions consist of (1) Entry/Re-entry transition: (Re) entering a particular career path; (2) Intra-company transition: accepting a different role in the same firm. (3) Inter-company transition: moving to another organisation; (4) Inter-profession transition: Changing occupation or work functions; and (5) Exit transition: leaving a career path, voluntary/involuntary, temporary leaving an industry, etc. The second category intra-role transitions consists of : (1)Intra-role adjustment: adjustment of an individual towards his/her role during working (2)Extra-role adjustment: adjustment of an individual towards his/her different roles in life(3) Role/Career-stage transition: stages of transition in the career stages of an individual (4) Life-stage transition: human development in the employee life. In the first type of transition, individual accepts different role or position and in the second type individuals tend to accept new and different perception towards the older role (Louis, 1980).

Nicholson and West (1988, 1989), based on the theory of Louis has suggested a similar typological classification which has 3 types known as Status (upward and downward), Function (similar and different) and employer (internal and external).

This cataloguing comprised the following kinds of career transition:

Internal-upward, (2) External-upward, (3) internal-lateral, (4) external-lateral, (5) internal-downward, and (6) external-downward. Deceptively, this cataloguing only addresses the extrinsic view of career change and overlooks the subjective view of career nature.

Research conducted comprehensively during 1994 to 1998, a third model of career transition was anticipated by Sullivan (1999) who formed the basis of boundaryless career proposed by Arthur & Rousseau (1996). The model consists of (1) transitions in job-related interfaces (2) transitions in organizational boundaries (3) employment relationships and changes (4) changes in network relationships (5) transitions in between roles and (6) transitions in within roles.

Building on Nicholson and West's (1988) classification, Ng, Sorensen, Eby, and Feldman (2007) projected a multi-level model to define career transitions of individuals'. This stipulates three hypothetical outlooks: (1) the structural viewpoint: signifying that the macro-level variables (economic conditions and industry variances) regulating opportunities of career transition in the labour market. (2) The individual perspective: dispositional factors affect a being's choices for and subsequent behaviours on career transition. (3) The decisional perspective: decisions of career transition are based on subjective norms, desire and readiness of an individual to change the career.

Emphasising the models of career transition, it is understood that categorizing the phenomenon and describing the relations among multiple factors influence the career transition in individuals (Hilton, 1962; Muchinsky & Morrow, 1980; Jackofsky & Peters, 1983; Hulin, et al, 1985; Ng, et al. 2007). It is in coordination with the traditional school of thoughts, where the variables of correlation are analysed to understand the phenomenon. Nevertheless, career transition differs with individuals thus making it a multifaceted, dynamic and ever-changing spectacle (Hall, 2002; Wise & Millward, 2005). Same was pointed out by Lee (1996), "in all areas there found uncountable factors which act to hold persons with the zone or attract individuals to it, and there are others which tend to resist them" (p. 30). These factors are necessary, but are insufficient, to explain the career transition phenomenon (Neapolitan, 1980).

2.8 Nicholson's 'Transition Cycle'

Further to comprehend the job variations, Nicholson (1988) propounded a model on transition cycle, focusing on job fluctuations. According to him the transitions are consists of various stages which are: -

Stage 1 Preparation: This is the stage where individuals undergo before taking up a new role involving expectation prior to alteration. Glitches at this stage are unrealistic prospects, fear and unreadiness.

Stage 2 Encounter: This is the stage where individuals' emotional upfront in the beginning of accepting new roles (initial days or weeks). The general problems seen here are the emotions like sense making, shock, denial and regret which results in self-justifying strategies. To tackle this problem, individuals should be supported, should be given freedom to explore new roles and responsibilities to fit in the official and familiar structures of the companies.

Stage 3 Adjustment: This stage explores the individual's style of working which helps to reduce the chances of role fit. Here early success shows positive results, also giving true, reliable and favourable feedback to improve the performance. This is possible by the supervisor and mentoring attributes to facilitate the adjustments (Peters and Waterman, 1982).

Stage 4 Stabilization: This stage accepts that transition will grow to a settled site with person-role fit. Issues such as disappointment, dullness, and inactivity are seen here. Successful transitions in people monitor the changes in environment, making continuous modifications to sustain more performance levels. In calculation, performance evaluations and self-appraisals help the individual to be prepared for the next transition. However, Nicholson feels that if individual doesn't adjust to the new environment, he/she cannot move to the stabilization phase, resulting in a "failure syndrome", thus stopping them to move to the next phase having as series of unsuccessful events.

Fig 2.3 Nicholson's Transition cycle
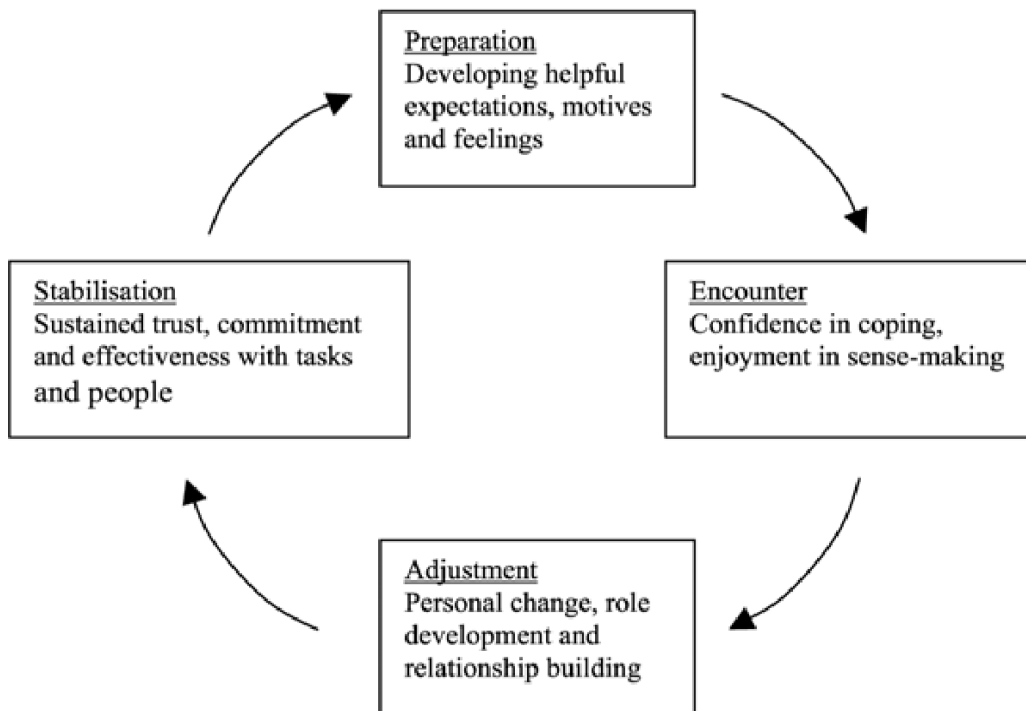
Source: Draft Background Research Paper April 2010

Nicholson's theory of work role transition positions four distinctive adjustment modes which effects the roles in accordance with role revolution and individual change.

In the "*replication mode*"staffs tend to transfer their behaviour and attitudes into a new job role.

The "*absorption mode*" is where the specific adapts and adopts the new environment practicing new aids of work and social behaviours. In the third mode "*determination*", job role changes keeping the individual at stable. The final mode of transformation is *exploration* where both the individual and role changes. This helps the organisations in transition phase, which are looking for people who adjust and adapt to the new changes and surroundings to ensure successful change implementation.

Nicholson insists two important points while adopting to this model one explaining that the transition cycle is circular i.e. an individual can be at any point in the *several* transition rotations. Moreover, transitions could be positive or negative, differing qualitatively. The positive cycle resembles the progressions in the transition and negative cycle maps on how individual's take an incorrect transitions decision, which effects both individual and organisation. Nicholson argued that the phases in cycle can recur, failure in earlier stages

may lead to dissatisfaction in the later stages. Likewise, successful transitions could lead to increase in confidence successful decision making.

Fig 2.4 Positive transition cycle

Preparation
Developing helpful expectations, motives and feelings

Encounter
Confidence in coping, enjoyment in sense-making

Adjustment
Personal change, role development and relationship building

Stabilisation
Sustained trust, commitment and effectiveness with tasks and people
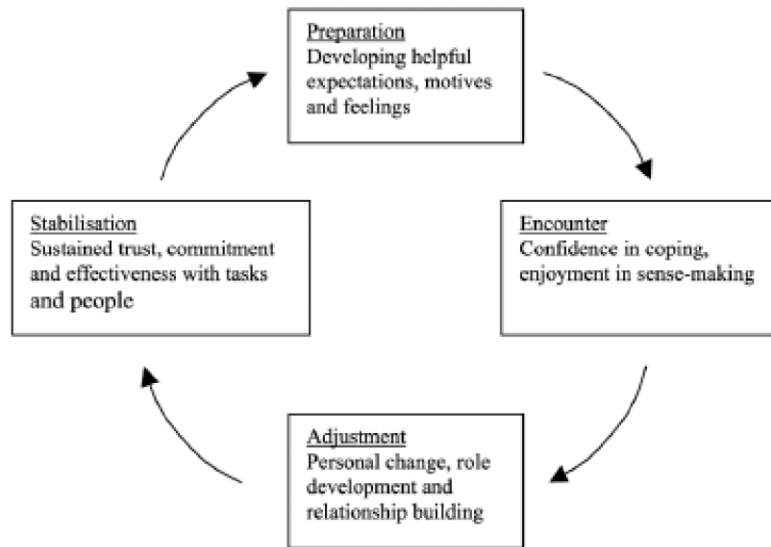
Fig 2.5 Negative transition cycle

Preparation
Fearfulness, reluctance, unreadiness

Encounter
Shock, rejection, regret

Adjustment
Misfitting, degrading, grieving

Stabilisation
Failure, fatalism, faking
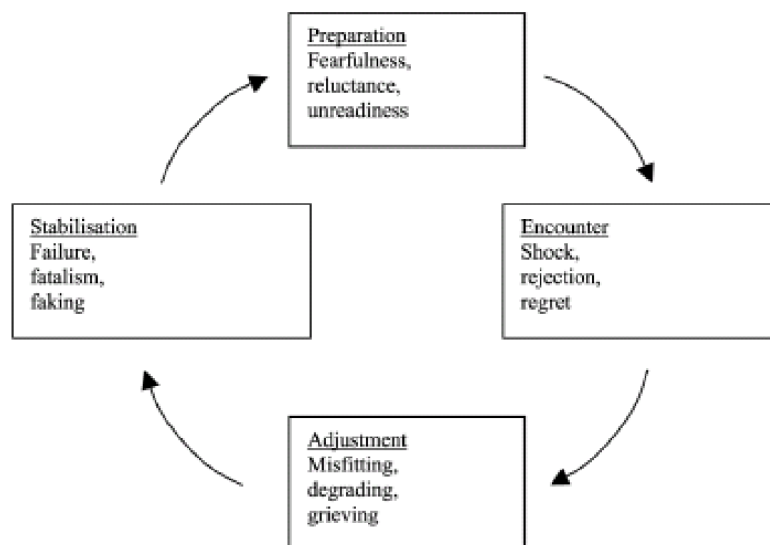
Other factors Nicholson (1984) has identified as crucial in the transitions are new role necessities like universal and cross-cultural supervision proficiencies, psychological tendencies like motivation and obligation to the work, preceding role attributions that help to effective role tuning and performances like adjustments to the overseas appointments, also focusing on activities like induction, adjustment and socialization which contributes to

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effective performance in the new atmosphere. These act as the resources and barriers for effective career transition, identified in CTI

2.9 Career transition Inventory

Heppner (1998) has developed CTI – Career Transition Inventory, a measure to assess the psychological resources in adults during the career changes. From the exploratoryfactor analysis, a five-factor solution was advanced which are *readiness*(the desire and willingness of an individual to change and achieve his/her professional goals), *confidence* (individuals belief system to exhibit their abilities, performance and plan the transitions activities), *personal control* (individuals' personal control on career planning and not influenced by the external forces), *support* (gratitude received by the individuals from others which compliments career decisions), *independence* (personal choices and decisions individual takes in a larger context). These larger contexts are family, friends, and spouse, important people who influence and support the process of career planning.

It was observed that the individuals who sites on CTI posses' psychological resources and clear ideologies with the confidence to progress successfully in the process of career transition, as seen in My vocational situation (MVS; Holland, Daiger, & Power 1980; Snyder et al. 1991). Furthermore the CTI resources have shown positive and effective improvement in career counselling also. (Heppner, Multon, Gysbers, Ellis, &Zook 1997).

2.10 Future trends

An individual's life is an era of physical movements in society, series of activities, roles and relationships which enables the person to behave and pursue a particular choice. The interaction of persons internal and external era plays a significant yet complex and dynamic statures in the transitions in career. This kind of era may continue for 7 years in which 5 years as a transition period to establish new patterns in order to adjust to the new environments as found out by Levinson.

Harrison's six success factors for career transition from organization perspective

This concept states that the psychological interactions will affect both employee and employer relationship, sending a need that organisations and individuals should address this. Harrison feels that of the psychological status of an individual changes due to job or organisational change, then it should also be addresses as to know the needs of the labour when situations and roles are changed.

Harrison identified six crucial factors from organisations perspective for a successful career transition:

1.) Line managers should practice transparency at work.

2.) Processes should be emerging on time also integrating with the present HR systems.

3.) Considering needs and expectations of the employees on career and organisation.

4.) Standards should be measured to ensure effective working of the system.

5.) Information about the developments process should be communicated effective with the employees.

6.) Supporting the employees in planning their careers.

2.11 Justification for the study

Career growth has become one of the crucial challenges an individual comes across in the modern day organization concept given the global economic circumstances. Organizations continuously face downsizings, reorganization, restructuring etc. to remain competitive. The trend also is reducing the opportunities for hierarchical career growth forcing individuals to adopt new forms of career management (Heslin 2005) that foster career resilience to survive competition. At the same time developments in the societal values and norms force individuals to look for careers that are flexible with life-balance orientation. Theses perspectives have resulted in careers that became flexible, nonlinear structural paths focussing on portfolio career patterns (Savikaset al 2009). The paradigm shift favours individuals with mobility preference both in job roles and organizations (Arthur and Rousseau 1996). Research till date focused on theories that suggested free career movements, easy adaption to new environments where individuals are responsible for their own decisions. (Sullivan et al. 1998, Sullivan and Baruch 2009).

To this end, this research aims to investigate dynamic nature of organizational and Individual factors (Greenhaus et al. 2004) that would facilitate smooth transition and movement of individuals.

2.12 Rationale for the study

Any career transition has personal costs and financial costs attached to it that affects the organization, individuals in transition and also their families. Therefore it becomes imperative to understand career transition so as to make it a strategy for career success. Many alternative conceptualizations and approaches exist to examine career changes but they are all concerned with types of transitions, studies focusing either on individual processes or organizational processes. Therefore there is a necessity to have comprehensive understanding on the various approaches suggesting contemporary career development and management so as to evolve a holistic study perspective (Peake and McDowall 2012, 398).

2.13 Chapterization

Against the background discussed, the chapterization for the study is organized as follows. Chapter 1 provides an introduction to the research by providing a background of the subject under investigation. The concept and definition of career, career management and career transition has been discussed. The importance of the career transition management is discussed in the context of Indian Industry. This is then followed by discussing the sectoral importance of the five industries under study. This chapter also presents the motivation and justification for this study.

Chapter 2 provides a literature review of career management and transitions including the conceptual issues, theoretical literature and empirical literature. The chapter also presents the literature related to overlap of protean, Boundaryless careers with transitions and career success.

Chapter 3 discusses about the conceptual framework on the basis of the literature reviewed and gaps identified in chapter 2. This chapter discusses the role of Organizational and Individual factors towards transition management and career success

that form the antecedents for the study and understanding theoretical framework.

Chapter 4 explains the methodology to conduct the research by explaining the sampling techniques and process, method adopted in designing scale instrument and administering the questionnaire and methodology for data collection. The chapter further describes the analysis procedure and statistical techniques used for analysis.

Chapter 5 presents the reports of study upon illustrating the results of statistical techniques applied on the data. The chapter details the descriptive analysis, refinement of data through reliability and validity checks and inferential analysis for hypothesis testing.

Chapter 6 presents the conclusions of the study. The chapter also discusses about contributions, recommendations and possible limitations of the study, the implications for future research are also spelt out.

2.14 Summary

The present chapter has discussed in detail the emergence and growth of career perspectives with a focus on traditional and current development approach. The chapter highlights the importance of proactive job mobility and psychological mobility of individuals in maintaining career resiliency. In the emerging global scenario an individual's career success depends on the way resiliency is maintained. Career resilience may result in a person moving across and within the organizations. Whenever there is movement there is transition phase necessitating a process of adoption and adaptation to a changed circumstance. Thus when transitions become phenomenal it needs to be managed and transformed into strategy such that they can be used for establishing the careers successfully. Thus this chapter provides the literature that supports the concept and further helps in identifying the research gaps, objectives, variables and development of framework. The discussion is made in the next chapter Conceptual Framework.

Chapter – III

CONCEPTUAL FRAMEWORK

A career is the cumulative experience of the training and education, work and occupations throughout the working life. Individual links these experiences to form the career through inner judgment (Hall and Moss, 1998). Thus careers are what an individual makes with the choice of the opportunities available. It is observed that proactive individuals actively seek and influence work situations which enhance their chances of career success (Seibert et al. 1999). Further studies observed that individual and organizational factors impact career success (Ng, Eby, Sorenson & Feldman, 2005) because of personal success impacts organizations success (Judge, Higgins, Thorenson& Barrick, 1999). This research tried to identify factors facilitating employees' career success (Judge &Bretz, 1994; Seibert &Kraimer, 2001; Boudreau, Boswell & Judge, 2001; Ng et al 2005). Many theories and concepts explain career success like career anchor theory, Career Salience, Career Innovation, the culture of an organization, Core self Evaluation etc. Each of these has a role to play in achieving career success. This study focuses on its role. It is established in organizations that a shift of careers from organization control to individual control, leads to a new phenomenon of transitions across and within organizations. This chapter thus highlights the conceptual framework for the study.

3.1 Career Transition Management

There is a general body of thought which suggests that review of literature is generally accepted the way to understand and present research concept recognized but there is no clear understanding on what will constitute a body of literature (Kennedy, 2007). Thus it is an accepted fact that reviewer will decide the studies that would specifically be included or excluded." However, Creswell (2003) suggested the use of mapping of literature maps to organize a topic. Therefore, a glance at the literature on the topic revealed interesting insights into the whole issue of career transitions.

Career Transitions is described as a Sense-Making Process wherein individuals consider the prospects available in and around the changed situation in careers (Louis, 1980). Holland's model suggested that success in a job is determined by the fit attained between the personality of an individual and work environment of the individual (Isaacson and

Brown, 1997). Thus during job mobility work environment and its compatibility with personal characteristics must be considered. The research so far has highlighted the need for individual to work towards understanding their priorities, type of work, interests, and aspirations to pursue job mobility and adjustments (Vondracek, 1998) but in recent times it is found that organizations also should consider employee choices in attaining organizational goals and facilitate in creating role requirements, job opportunities as they seek job role adjustments. Vardi (1980) described that transitions during job mobility make an individual experience psychological, sociological, administrative and economic factors since it affects the perceptions, attitudes, and behaviors of those involved in these experiences.

3.2 Concept

The review of the literature presented in chapter 2, helped in identifying the gaps revealing research questions based on which a framework is developed. The review also facilitated in identifying the variables for the study. The proposed conceptual model consists of constructs hypothesized that investigate Core self-evaluation factors, Career anchors and Organizational factors for their role in effective management of transition for career success. This chapter will facilitate the discussion of the variables identified in the literature and will help gain insight in understanding and analyzing the hypotheses.

The chapter is studied under four sections; accordingly, the first section will provide discussion on dependent variables, namely Career Transition and Career Success. The second section will discuss the outcomes of independent variable i.e. Core Self Evaluation factors, Career Anchors and Organizational factors on career transition. The third section discusses the demographic factors that explain the effectiveness of career transition management towards career success with the hypothesized moderating relationship of Demographic factors between them.

3.3 Conceptual Framework

The conceptual framework is determined by incorporating the constructs identified in the literature of Career Management, Protean and Boundaryless Careers, Career Transition and Career Success upon the study. A Conceptual Model is developed to explain the mechanism Career transition management leading to Career Success. Organizational factors, Individual factors – Core Self-Evaluation and Career Anchors are the independent

variables leading to effective Career Transition Management (dependent variable). Demographic variables –Age, Income, Marital Status, Gender, position are the factors studied to examine the relationship between career transition management and career success. Effective Career transition management is possible when independent factors are active in an individual.

Fig. 3.1 Conceptual framework of the study

Organizational factors: Perceived Organizational support Culture of learning Perceived Supervisory support

Core self-evaluation factors: Self Efficacy Self-esteem Internal locus of control Neuroticism

Career Transition Management

Career Success

Career Anchors : Technical-functional capability Entrepreneurial creativity Lifestyle Pure challenge Autonomy Service Orientation General Managerial Competency Security / Stability

Demographic Variables: Age Gender Marital Status Income Total work experience

Proposed conceptual model.

Continuous arrows represent a direct relation.

The relationship between the variables is identified by integrating literature that is relevant to the study and is presented in **Table 3.1**

Table 3.1: Theoretical support and Relationship between constructs

Independent Variable	Dependent variable	Theoretical support
Organizational factor	Career Transition	Eby, Allen, Evans, Ng, & DuBois, 2008Ng et all (2005); Clutterbuck, 2004; Tanski&cohen2001; Kirchmeyer1998; Arnold & Johnson, 1997; Gray, 2006; Allen, Eby, Poteet, Lentz, and Lima, 2004; Kirchmeyer1998; Supangco 2010
Core self evaluation factors	Career Transition	Judge & Mueller, 2011; Ballout, Hassan, 2009; Zella king 2011; Cohrs, Abele, Dette, 2006; Wahat; Turban & Dougherty, 1994;Judge, Locke, et al, 1998; Boudreau et al.,2001;Seibert&Kraimer, 2001;Kammeyer-Mueller et al., 2008; Albert Bandura 1986;Sevilla, 2004; Muck, 2010; Judge, 2009; Judge, Locke, et al, 1998
Career Anchors	Career Transition	Maaney& Schein, 2016; Wils& Tremblay, 2014; Fakir, 2010; Kumar &Premranjan 2003; Premranjan 2001; Agarwal, De, Ferratt 2001; Jiang Klein, and Balloun 1995; Miner & Crane 1981
(1stDependant variable) Career Transition	Career Success	Ukpere, 2014; Latzke, Mayrhofer, Pernkopf, Schneidhofer, Rohr, 2013; Sun, 2011; Haynie& shepherd 2011; Campbell 2010; Baruch &Gadot 2010; Banks &Nafukho, 2008; Slay &Eilliamson 2004; James Cable, 1999
Demographic Variables	Career Success	Sankari, Ghazzawi, Danawi, Nemar, 2015; Supangco, 2010; Ballout 2007; Cohen, 1993; Ng et al 2005; stumpf& Tymon Jr 2012
Career Success (2nd Dependant variable)		Cesinger, 2011; Abele&Spurk, 2009; Kujipers, Schyns, Scheerens, 2006; supangco, 2010; stumpf& Tymon Jr 2012

Hypothesis development from the discussion of variables

Independent and Dependent variables are discussed here which form the basis for the model along with the resulting hypothesized relationships.

3.4 Dependent variables – Career Success and Career Transition

3.4.1 Career Success

According to the definition of Career Success, it is described as a work-related outcome real or perceived and psychological work experiences over a period of time (London &Stumpf, 1982). Several researchers identified two perspectives objective and subjective, working on career success (Judge, Cable, Boudreau, &Bretz, 1995; Ng et al, 2005). These perspectives are predicted by four sets of variables (a) human capital predictors (b) organizational sponsorship (c)socio-demographic status and (d) stable individual differences. The predictors in the form of educational level, work experience or knowledge (Becker, 1964), work centrality and the total hours worked (job involvement), tenure in a job as well as organization, total work experience with a willingness to transfer, career planning and social capital which includes net worth acquired through quantity or quality of accumulated contacts fall under Human capital predictors. Organization sponsorship includes career sponsorship, supervisory support, organizational resources that can provide training and skills development opportunities,(Whitely, Dougherty &Dreher, 1991). Gender, age, marital status, race etc. constitute socio-demographic predictors. Stable individual differences are predicted through Big five personality dimensions.

In a major by finding Ng et al, 2005 it is found that Human capital and socio-demographics strongly relate to objective career success which includes salary attainment, number of promotions, (Judge et al 1995), it is also called as extrinsic career success (Gutteridge, 1973) whereas organizational sponsorships and individual differences relate strongly to subjective career success. Subjective or intrinsic satisfaction (Judge cable, Boudreau &Bretz, 1995; Greenhaus, Parasuraman & Wormley, 1990) includes the psychological feeling of self-satisfaction arising out of the accumulated experiences of work life and current work (Lounsbury, Gibson, Steel, Lundstrom, & Loveland, 2004; Erdogan & Bauer, 2005). Objective and subjective outcomes are interdependent based on the individual's judgment about career attainment or evaluation of self-worth (Ng et al 2005). Therefore the two predictors are measured together by estimating the human

capital value, values of self-worth and capabilities, and the satisfaction levels experienced in the career (Chang et al, 2012, Stumpf & Tymon, 2012, Stumpf, 2007, 2010, Burke, 2001; Judge et al., 1995).

Thus, career success includes both objective and subjective success. Subjective career success is broader in scope referring to all aspects of satisfaction (Greenhaus, Parasuraman, and Wormley, 1990). In, the proposed model, Career success is defined as the "accumulated positive work and psychological outcomes resulting from one's work experiences" (Seibert & Kraimer, 1999, p. 417). The predictors so identified particularly important because they provide required inputs for job mobility. Further research on new forms of career emphasizes greater job mobility greater career success. This is because job mobility help individuals attain Human and Social capital in terms of diverse work experience, greater job knowledge, advantage of more networking enhancing the self worth (Becker, 1964; Granovetter, 1973; Hall, 1976, 2002; Burt, 1992; Arthur, 1994; Seibert, Kraimer, & Liden, 2001). Thus Career Success has been conceptualized as construct since effective career transition management will result in achieving success in the light of proactive career behavior characterized by job mobility. It is also believed that increased job mobility results in experiencing higher career success measured subjectively on the basis of human capital value; core self-evaluation measure and satisfaction with one's career (Stumpf & Tymon, 2012). Studies indicate the influence of Career Anchors during job mobility and its impact on career success (Kim, Mone, and Kim, 2008), similarly it is found that core self-evaluation (CSE) help estimate self worth and capabilities by individuals (Judge, Locke, and Durham, 1997) during change process and the role of human capital, socio-demographics, career development support and organization support in active job mobility's and the career success (Ng et al, 2005). Thu the present study focuses on the process and concept of how individuals attain career success through strategic management of transition.

3.4.2 Career Transition

The increased job mobility and proactive behaviour in the new system of careers necessitate individuals to move from one role to another or from one job to another. According to Human capital, theory increased job mobility results in taking up different varieties of jobs that provide wider job experience and learning that enhances abilities and skills in work, knowledge and provide diversified perspectives increasing human capital worth (Becker, 1964). Job mobility includes a change in role or jobs within or across

organizations. it is actually found as an outgrowth of protean (Hall, 1976) and boundary-less career behaviours (Arthur, 1994). The notion of the boundary-less career and the protean careers were introduced in response to the socio-economic and business environment dynamics as attitudes developed in the form of self-directed career management systems started during the 1970s, and became evident in 1980s (Latzke, Mayhofer, Konhausner, Rohr & Schneidhofer 2013).Further Social capital theory (Burt, 1992; Granovetter,1973) has indicated that greater job mobility, increase the network of individuals because of increased contacts and relationships, which helps improve status, pay thereby creating greater self-worth (Seibert, Kraimer, & Liden, 2001). Consequently whenever there is initiative for job change or to leave an organization or occupation; personal adjustment is required across and within organizations during the change over process (Neapolitan, 1980; Muchinsky & Morrow, 1980; Lee, Mitchell, Wise, & Fireman, 1996; Chang, Rosen, & Levy, 2009). Thus the period of adjustment when an individual has to undergo either role change or change in orientation to an already existing role is described as career transition (Louis, 1980). As Rosenbaum (1979) notes, "Transitions are the major means of achieving success in the corporate structure" (as cited by James Cable 1999). Empirical research also confirms that managing transitions strategically during job mobility will result in career success (Abele & Spurk, 2009; Kujipers, Schyns, Scheerens, 2006) and further influence satisfaction (Cohrs & Abele 2006). Therefore the process of adjustment associated is critical and influences the attainment of career success (Schlossberg, 1981). The process is characterized by self-invention, autonomy, and self-direction (Neapolitan, 1980; Muchinsky & Morrow, 1980; Lee, Mitchell, Wise, & Fireman, 1996; Chang, Rosen, & Levy, 2009). Accordingly, individuals steer their careers to derive success essentially psychological rather driving on the linear path as in traditional career management systems (Hall, 2002).Thus an understanding of career transitions and their outcomes regarding career success becomes essential (Chudzikowski, 2012).Understanding the factors assisting individuals to take up the transition management can help individual strategize the transition towards success. Empirical research has found that factors in environment, organization, and the individual will have an impact on the career transition efforts and will influence success in the workplace (Vardi, 1980). Further studies identified the influence of Individual factors, Organizational factors and Supervisory support (Maheshwari& Krishnan). Therefore the discussion so far resulted in the following hypothesis.

Hypothesis 5: Career Transition Management is significantly related to Career Success.

3.4 Independent variable

3.4.1   Core Self Evaluation

Research so far has indicated that individuals positive self-concept greatly influence one's adjustment to organizational changes (Judge, Thoresen, Pucik, & Welbourne, 1999, p.70) because positive concept about the self-help to gain the cumulative advantage attained during their career growth (Judge & Hurst, 2008). The construct that helps in assessing one's self-worth is Core self-evaluation (Judge, 2009). CSE reflects a belief about one's capabilities and competencies. It is a four personality traits comprising generalized construct with self-esteem, self-efficacy, Neuroticism, and locus of control as traits (Judge, Locke, Durham, &Kluger, 1998; Judge, Erez, Bono, &Thoresen, 2002; Judge &Kammeyer-Mueller, 2011). It is further considered to be a stable and a single latent construct that helps in the formation of positive self-concept (Judge, Locke, Durham, and Kluger, 1998). Research has shown CSE to significantly impact job satisfaction and performance (Judge &Kammeyer-Mueller, 2011). Studies further suggested the role of CSE in dealing with transition management because of its role in providing superior skills to deal with the psychological strain caused during the change management (Judge& Bono, 1997; Kammeyer-Mueller, Judge, & Scott, 2009). The link between CSE and Career success has been empirically proved (Muck, 2009) and confirmed in the meta-analytic study (Ng et al., 2 005).

Studies have found that positive core self-evaluation helps in seeking out more challenging and complex work by individuals and thus helps in coping proactively to stress, risk and performance challenges (Bono & Colbert, 2005; Kammeyer-Mueller et al., 2009; Srivastava, Locke, Judge, and Adams, 2010; Simsek, Heavy, &Veiga, 2010). It is also seen that CSE will increase resiliency during job search and mobility (Wanberg et al., 2005). Further studies determined the mediating role of organizational factors between core self-evaluations and job satisfaction (Best, Stapleton, and Downey, 2005). It is found that CSE traits produce a feeling of well-being about job satisfaction and performance which is a subjective feel (Judge et al., 2002). The studies also suggest that the sub traits of CSE are heritable according to the research reports of behavioral genetics research on self-esteem is confirmed by Neiss, Sedikides, & Stevenson, 2002, locus of control is found Pedersen, Gatz, Plomin, Nesselroade, & McClearn, 1989, and neuroticism is supported in Viken, Rose, Kaprio, &Koskenvuo, 1994. Neuroticism is found to have shown a negative effect on well being when found in high levels in the individuals (McCrae and Costa,

1991). Negative effect may impact job satisfaction negatively (Brief, 1998; Spector, 1997). Further studies confirm that internal locus of control, high self-monitoring, and emotional stability enhance initiatives in individuals and mediate the relationship between mentoring and performance (Turban and Dougherty, 1994).

(a)Neuroticism and Emotional Stability

Neuroticism is a negative emotion (Watson and Clark, 1997) reflecting low moods, mild social activity, and less interpersonal experiences. Thus Neuroticism is measured low for individuals who experience job satisfaction. It is also considered to be contrary to Self-esteem as it makes individuals nervous, anxious, less-confident and depressed (Barrick & Mount, 1991). The opposite of it is Emotional Stability thus low neuroticism would mean emotionally stable. Therefore CSE prefers low scores on neuroticism in positive self-concept individuals. Several studies confirmed the negative relationship between job satisfaction and neuroticism (Tokar & Subich, 1997).

(b)Self-Esteem

It reflects an individual's perception of self on acceptance, self-linking, and self-respect (Tharenou, 1979). It refers to the expectations of individuals on the desired outcomes based on pretensions and aspirations (Davidson et al, 2012). It is considered as the success quotient based on occupational attainment and success aspiration (Kammeyer-Mueller, Judge, and Piccolo, 2008). Popularly used instrument self-esteem assessment is the Rosenberg Self-esteem Scale. Studies suggest that self-esteem positively correlated with self-confident behaviour (Amel and Ryan, 1993). It is found that individuals high in self-esteem showed positive correlation towards job satisfaction (Schmidt, Amel, Ryan, 1993; Saks & Ashforth, 1999). Thus, high self-esteem levels in individuals increase the chances of career progress and satisfaction. However, individuals low in self-esteem will lack confidence, stability, and consistency thus affecting self-concept.

(c) Self-Efficacy

It is a belief about the efficacy of an individual or the judgment on efficacy to deal with a situation (Ornelas et al, 2012; Schmidt, Messoulam, & Molina, 2008; Bandura, 1997). It is found that individuals may be strong or weak, given a situation when individuals prefer challenging tasks, have the greater commitment they achieve job satisfaction and performance (Judge & Bono, 2001) they are the individuals with strong self-efficacy.

when individuals avert challenging tasks and responsibilities they have weak self-efficacy (Bandura, 1994,1997). Studies identifying impact of self efficacy on positive career outcomes reported and confirmed that level of self-efficacy in an individual determine the performance and creativity (Day& Allen, 2004; Zella King, 2004; Hysong & Quinones, 1997; Prussia, Anderson, & Manz, 1998; Stajkovic&Luthans, 1998) Therefore self-efficacy is closely linked to success (Bandura, 1997).

(d) Internal Locus of Control

Internal Locus of control is a general belief of placing the responsibility of events either on own behavior or on external forces and is a psychological variable which is linked to career maturity and decision making. When the reason for behavior in a person is located within the individual it is termed an internal locus of control whereas when it is termed as an external force it is called external locus of control (Rotter, 1966). Internal locus of control significantly influences career satisfaction in individuals (Wallace, 2001; Turban and Dougherty, 1994). Further studies report that career development is a related locus of control and play a moderating role in career decision making and development (Flynn Cynthia 1986, Tango &Dzuiban, 1984). Lokan, Boss & Patsula (1982) concluded that locus of control is a mediating factor in vocational maturity to which orientation can be provided through training (Hazler and Roberts,1984; Husa, 1982). Tango &Dzuiban's (1984) investigations also support Lokan, Boss &Patsula's (1982) conclusion that locus of control is a mediating factor in vocational maturity. Cellini &Kantorowski (1982) discussed locus of control as both a dependent and independent variable, supporting the view that locus of control may change over the course of a lifetime yet is sufficiently stable for predicting behavior.

Thus, from the discussion above, the following is hypothesized

Hypothesis 1: Core self-evaluation factors Self-Efficacy (2a), Self-Esteem(2b), Internal Locus of Control(2c), Neuroticism (2d) are significantly related to career Transition Management.

3.5.2 Independent Variable - Career Anchors

It is identified that competencies related to identity and attitude in the individual help in providing intra-organizational movement during the transition and help align characteristics of the person, the role and the organization with the required outcomes (Nicholson, 1984). Career Anchor theory was introduced by Schein (1968, 1975). He identified eight anchors comprising as Career orientations inventory: (1) technical and functional competence, (2) managerial competence, (3) service/dedication to a cause, (4) security/stability or organizational identity, (5) autonomy/independence, (6) pure challenge (or variety), (7) entrepreneurial creativity and (8) lifestyle. Anchors are the abilities, values, and motives that guide career choices and decisions in an individual, and are mutually interactive and inseparable (Schein, 1978). The anchors serve as tools of self-perception that help identify talents, abilities, motives, needs, attitudes, and values (Schein, 1975). Thus studies suggest that it can be used as a descriptive and predictive tool to guide, stabilize, constrain and integrate career (Schein, 1978). The detailed explanation on each of these anchors was provided by Schein (1978, 1990) (cited by Sharon Pande & Vidya Naik).

It is Bem's (1972) self-perception theory based on which an individual estimate attitude, emotions, and other internal states. Further study found that anchors are arranged in Octagonal manner wherein adjacent ones experience compatibility, for example, technical competence anchor and challenge anchor whereas diametrically opposite anchors eg: security/stability anchor and entrepreneurial creativity anchor experience opposition (Feldman and Bolino,1996). Schein (1990), further explained that individuals gain positive outcomes of job effectiveness, satisfaction, and stability when their career anchor and their work match.

(a) General Managerial Competence, according to Schein (1978) refers to a state where an individual possesses analytical, interpersonal, intergroup, and emotional competence. Individuals with this anchor like to take up work that is challenging and varied that provides high levels of responsibility and leadership opportunities (Schein, 1990).

(b) Lifestyle, again going back to Schein's study (1978,1990) individuals with lifestyle anchor prefer to balance and integrate career requirements with their personal and family needs. Thus it is observed that such employees will positively respond to organization

practices like part-time and flexible work, paternity or maternity leave, sabbaticals, day care etc. These individuals define career success in a broader perspective which includes whole personality identity depending on their overall life achievements. Further studies reported that individuals with this anchor value more to intrinsic satisfaction and less to extrinsic satisfaction (Lambert, 1991).

(c) Security/Stability- this anchor in individuals will establish them to secure the kind of job that will ensure tenure and provide employment security (Schein, 1978, 1990). Extrinsic factors like pay, benefits and working conditions are more attractive than the intrinsic factors of achievement, challenge, and risk.

(d) Entrepreneurial Creativity- It is the orientation of individuals who need to create something on their own. People with this anchor are influenced by the innovativeness and creativity to build something new. Schein (1996) further suggests that organizations are established by people who have this anchor thus, in turn, create new jobs for people who value other career anchors.

(e) Service/Dedication to a Cause: service-anchored individuals will prefer working for a cause that improves the overall quality of life. They seek jobs like nursing, teaching or medical profession where there is a scope for extending help (Schein, 1978, 1990). These individuals give importance to the contribution and recognition from service rendered rather than monetary rewards (Schein, 1990).

(f) Technical / Functional Competence - Individuals with Technical competency anchor value jobs that enable them to use their skills and functional competence. They have a desire for expertise and prefer to be recognized for it (Schein, 1978, 1990). They continuously develop skills that increase their area of expertise, thus they are motivated by the intrinsic satisfaction of the content in the job than the organization per se (Schein, 1990)

(g) Pure Challenge Pure challenge anchored individuals seek tasks that are challenging. They love to deal with situations that call for crisis management (Schein, 1978,1990). They prefer to work on jobs that present problems, opposition or obstacles.

(h) Autonomy -individuals with autonomy anchor work in situations that provide them independence and freedom to define their own way of work free from organizational constraints (Schein, 1978, 1990). Thus individuals have to be self-reliant and identify the best fit in choosing an occupation that will provide an opportunity to utilize there.

Sharon Pande & Vidya (2011) conducted a detailed study on career anchors of individuals in Indian BPO, Retail, Telecom and Software sectors. The result shows that General Management followed by Lifestyle then Security / Stability are amongst the top anchors for the employees in the four sectors of Indian population and the bottom ones' are Technical /Functional, followed by Pure Challenge and last featured the Autonomy anchor.

Thus follows the Hypothesis, which posits that

Hypothesis 2: Career Anchors have a significant influence on Career Transition.

3.5.3 Independent Variable - Organizational Factors

The studies discovered that career management practices in organizations will significantly influence career effectiveness in individuals (Pazy, 1988). The practices provide opportunities to enhance qualities of identity, adaptability, and orientation in individuals that improve performance. The adaptability and performance benefit organizations as well as individuals in the form of advancement prospects, financial rewards, training opportunities etc (Ng and Feldman, 2008; Ismail, Adnan & Bakar, 2014). Increased effectiveness helps individuals to broaden career deals and seek job mobility through active transition management. Further studies confirmed increased commitment and involvement by employees who perceive that their employers provided them with greater career prospects (Kraimer et al, 2003). The OCM practices identified as supporting employee career advancements were career planning and training, coaching and mentoring (Barnett & Bradley, 2007).

Research further advocated that developmental experience perceived organizational support and supervisory support as the organizational determinants of career success and satisfaction (Supangco, 2010). These factors were empirically tested for their application in the organizations (Baruch & Peiperl, 2000) examined the way they were applied in organizations in their empirical survey of career practices. Perceived organizational support is provided in the form of mentoring, supervisory support, developmental assignments. Mentoring, Perceived supervisory support and Training is found have

significant positive relation with subjective career success (Fagenson, 1989; Eby, Butts & Lockwood, 2003; Joiner, Bartram & Garreffa, 2004, Tanksi & Cohen, 2001; Kirchmeyer 1998, Ng et al., 2005; Wayne et al., 1999). Certain best practices in organizations were studied by Nathalie Lam, Dyke & Duxbury observed that Career development is a function which is employee-owned, manager facilitated and organization supported. Research has observed that the organizational sponsorship predictors include supervisor support, training and skill development opportunities and resources, and career sponsorship. It was empirically tested and evidentially confirmed in the studies conducted by Ng et al (Whitely, Dougherty &Dreher, 1991). Further studies proposed that organizational sponsorship variables will have an impact in developing the proactive work attitude and a perception of organizational support (Rhoades &Eisenberger, 2002). The organizational factors identified for career transition management are Top management support, a culture of learning, Career sponsorship, Supervisor support.

(a)Perceived Organization support is the foremost organizational factor that significantly influences the career transition management efforts of the individual. Studies observed that comprehensive career development practices in organizations require top management support (Wikramaratane, 2013). Career development in the context of careers serves as a strategic tool to control and develop organizations (Evans, 1987). The tools of career planning and management will have a great influence on the mutual achievement of corporate goals and individuals personal aspirations (Mayo, 1991; Walters, 1992). The realization of a comprehensive and sustainable career development strategy is possible only when there is active support from senior management (Simonsen, 1997). Thus senior management involves in career planning activities such as assessment of progress, training needs as well as the assessments of strengths and weakness of managers (Portis,1978). Studies further identified six dimensions promoting career progress and development such as leadership, development goal, developing role models, communication, participation and change process (Simonsen, 1997). The impact of top management support on career development is suggested by Kraimer, Seibert et al (2011), further research focussing on the specific outcomes is welcome.

(b) Culture of Learning is yet another factor, Evidence has shown that organizations are challenged by the requirement of sustained competitive advantage and individuals are challenged by survival instinct which requires career salience. The organizations, work,

and careers are thus found to co-evolve with the reciprocal partnership approach; this way career management is understood to be a process of negotiation between individuals and organizations (Schein, 1996). Further, it is argued that there exists a reciprocal partnership resulting in a virtuous cycle of commitment and engagement (Sturges et al., 2002). Empirical studies also confirmed the necessity of maintaining learning organizations for gaining the competitive advantage, they also create wide opportunities for individuals to learn and develop (Rahman et al, 2013, Baker & Sinkula, 1999). It is believed that learning organizations enable individuals to gain from exposure, in turn, help them gain skills with which contribution and performance improve (Simonsen, 1997, Serrat, 2008). According to researchers, (Hurley, 2002; Hurley &Hult, 1998), the culture of the organization will have an impact on the employees' behavior and performance. Thus learning organizations help improve employee morale, level of commitment, performance and finally satisfaction (Ababneh, 2013). Therefore organizational career management and self-career management are mutual and interdependent.

(c) Perceived Organization Support is described as the extent of support received from management that helps enhance their careers (Dreher& Ash, 1990). It speaks about employee development programs which promote competencies, enhance learning and help employees establish career planning and growth (Kottke, 1999). Kottke further proposed three C's concept on the outcomes of the organization support: core workplace competencies, a contextual framework within which the organization conducts its business and corporate citizenship". Nathalie Lam, Dyke & Duxbury have further proposed that developmental programs are an essential part of the performance management process for best-practice organizations. PSS is seen in two forms psychosocial and career development support (John J. Sosik & Veronica M. Godshalk 2005). supervisory support reinforces behaviors of increased performance, skill enhancement, greater autonomy, and challenge because it sponsors advancement, opportunity, career exposure and visibility (Kram, 1986). This helps in developing specific career-related competencies (Sosik & Godshalk) and focus on skill development (Feldman, 2000).

Therefore the Hypothesis posited is as follows

Hypothesis 3: Organizational factors Culture of learning (3a), perceived organization support (3b),perceived supervisor support (3c) have a significant impact on career transition management of the individuals.

3.5.4 Demographic factors

Demographic factors may significantly affect career advancement and success. These factors are found to be important moderators affecting objective and subjective career success. However, previous studies have shown inconsistent results related to this relationship. The demographic literature posits that the key elements influencing the objective success are Gender and Income. Meta-analytic studies confirmed a definite role moderating objective career success in increasing value of human capital (Ng et al., 2005) It was further found that the moderating effect of value enhancement is less for women and differs considerably (Stroh et al., 1992, Gallos, 1989; Orser & Leck, 2010; Powell & Eddleston, 2008; Sturges, 1999). It is noticed that women experience subjective career success and prefer availability of opportunities rather than the attainments (Stumpf & Tymon Jr, 2012, Lyness& Thompson, 1997, 2000; Stroh, Brett, & Reilly, 1992).

Another factor influencing objective success is Income. Studies support the fact that men gain self-confidence and attributed their objective successes to job level and income (Melamed, 1996). The finding gains theoretical support from Attribution theory (Johns, 1999). The theory suggests that individuals develop positive self-belief when they experience an increase in income, salary levels. Social comparison theory also confirmed the role of raised income and promotions in developing self-confidence and further cause internal states of success and satisfaction ((Festinger,1954).   The theories further confirmed the role and prominence of objective career success outcomes of promotions and salary among men but not for women.

Age and tenure are found to have a profound impact on career success during transition management. Cohen (1993) observed that as the tenure of the employee increases, he gains seniority and connections within organizations (Becker, 1960) and makes it difficult to leave the organization thus age and tenure are highly correlated to organization commitments. In another research finding it is argued that age and tenure has a weak correlation (Meyer & Allen, 1984), they explained that younger employees will be more committed as compared to senior employees because younger employees face fewer job opportunities than experienced, so these individuals may find more alternatives available. The findings are also supported by Mowday et al (1982) and Rusbult & Farrell (1983) through meta-analytic review. Cohen's meta-analytic review studied the moderating effect of Age and Tenure and confirmed that age has a strong relation to commitment at the

earlier ages and tenure for the latest stage. Age further influences the career model than tenure and is inversely related to career satisfaction (Judge et al., 1995).

A definite role of income, status, and promotions is predicted in causing career satisfaction (Schneer and Reitman, 1993; Judge et al., 1995; Richardsen, Mikkelsen and Burke, 1997; Wayne et al., 1999; Martins, Eddleston and Veiga, 2002). In the era of proactive career behavior seeking job mobility as a strategy by individuals, career transition during mobility can be influenced by age or career stage and thus affect career success (Altimus and Tersine, 1973; Lee and Wilbur, 1985). Studies further confirmed the role of income, status, and promotions influencing perceived career success in terms of other-referent comparison judgments (Turban and Dougherty, 1994; Kirchmeyer, 1998). Further age and gender are found to have a definite moderating influence on career success (Rajeshwari & Mallika, 2013).

Marital status is a demographic variable widely studied for career success (Supangco, 2010). Studies have found that married employees have higher salaries and number of promotions than non-married employees (Ng et al., 2005; Judge et al., 1995; Judge & Bretz, 1994; Pfeffer & Ross,1982). The studies show that married employees especially married women ((Ng et al., 2005, Punnet, 2005) are more satisfied than those who are not. The research also focused the impact of children since it significantly changes life and work patterns (Georgellis, Lange, and Tabvuma, 2012), this is another area of study leading to the new study on career sidestep, and it includes situations of family breaks or educational leave. (Theunissen et al., 2011)

Based on the literature support, the following hypothesis is thus framed-

Hypothesis 6: Demographic factors Age (2a), Gender (2b), Marital status (2c), Income (2d), status/ Designation (2e) significantly impact career success during career transition process to career success.

Table 3.2 Antecedents of Career Transition Management

Antecedents of Career Transition Management	Theoretical Support

Organization Factors

(i) Top management support	WikramaRatne (2013); Evans, 1987; Mayo, 1991; Walters, 1992; Simonsen, 1997; Kraimer, Seibert et al, 2011
(ii) Culture of Learning Rehaman et al, 2013; Baker & Shukla, 1999; Ababneh, 2013	Serrat, 2008;Schein,1996; Sturges et al, 2002; Simenson, 1997; Hurley, 2002;Hurley& Hull, 1998;
(iii)Career sponsorship Duxbury	Dreher& Ash, 1990; Kottke, 1999; Dyke &
(iv)Supervisor support 2000	Sosik&Goldshalk, 2005; Kram, 1986; Feldman,

Core Self Evaluation Factors

(i) Extroversion	Watson & Clark, 1997; Watson & Slack, 1993; Furnam&Zacherl, 1986; Seibert &Kraimer, 2001; Banks &Nafukho, 2008
(ii) Self Esteem	Davidson et al, 2012; Kammeyer-Mueller, 2008; Judge & Piccolo, 2008; Saks & Ash Forth, 1999; Schmit, Amel& Ryan, 1993; William James, 1980
(iii) Self Efficacy	Ornelas, Blanco et al, 2012; Messoulam& Molina, 2008;Ghafoor, 2011; Zella King, 2004; Day & Allen, 2004;Robbins et al, 2004; Judge & Bono, 2001; Prussia, Anderson &Manz, 1998;Stajkovic& Luthans, 1998; Bandura, 1997; Hysong& Quinones, 1997.
(iv) Internal Locus of Control	Wallace, 2001; Rotter, 1966; Turban & Dougherty,

1994; Flynn Cynthia, 1986;Tango&Dzuiban, 1984; Lokan, Boss &Patsula, 1982; Hazler& Roberts, 1984; Husa, 1982; Cellini &Kantoorowski, 1982.

Career Anchors

(i)	Technical Functional Competency	Nicholson, 1984; Schein,1968, 1975, 1985; Feldman &Bolino, 1996; Bem, 1972; Schein, 1990; Sharon Pande&VidyaNaik
(ii)	Lifestyle	Nicholson, 1984; Schein,1968, 1975, 1985; Feldman &Bolino, 1996; Bem, Schein, 1990; Sharon Pande&VidyaNaik; Lambert, 1991.
(iii)	Entrepreneurial creativity	Nicholson, 1984; Schein,1968, 1975, 1985; Feldman &Bolino, 1996; Bem, Schein, 1990; Sharon Pure Challenge Nicholson, 1984; Schein,1968, 1975, 1985; Feldman &Bolino, 1996; Bem, Schein, 1990; Sharon

3.5 Hypotheses

The following table (Table 3.3) summarizes the hypotheses formulated to test the relationships under study in the conceptual model.

Table 3.3 Research Hypothesis

Hypothesis

H1:   Core self-evaluation factors Self-Efficacy (4a), Self-Esteem(4b), Internal Locus of Control(4c), Neuroticism (4d) are significantly related to Career Transition Management.

H 2:   The Career Anchors Technical functional capability (1a), Entrepreneurial creativity (1b), Lifestyle (1c), Pure challenge (1d) have a significant influence on Career Transition.

H3:   Organizational factors Top management support (3a), Culture of learning (3b), Career sponsorship (3c), supervisor support (3d) has a significant impact on Career Transition management of the individuals.

H 4:   Career Transition Management is significantly related to Career Success.

H 5:   Demographic factors Age (4a), Gender (4b), Marital status (4c), Income (4d), Status/ Designation (4e) significantly impact career success during Career Transition processs.

3.7 Summary

A proposed conceptual model of Career Transition Management as a Strategy to Career Success has been discussed in this chapter. The variables influencing the process of Career Transition Management are identified from the literature and a conceptual model proposed is built on the foundation of extant review of the literature. For the purpose of this study, Career Transition management is identified as important during job mobility in an individual that has an impact on Career Success. The predictors crucial for managing career transitions are identified from the literature and proposed in a framework. The study is further supported by the study representing theoretical and empirical evidence derived from Career Management, Career Success and Career Transition literature and has been presented to support the hypothesized relationships and their underlying variables. Five relationships have been hypothesized from the identified variables. Next chapter will discuss the research methodology adopted for attaining the objectives of this study.

Chapter - 4

RESEARCH METHODOLOGY

The study focuses on the process of career transition by investigating the factors that facilitate the transition towards career success. Literature suggests that the individual and organizational factors help individuals manage the process of transition and provide a positive influence on career success. Conceptual framework discussed in the previous chapter provides conceptual clarity. The chapter presents Research methodology followed to address the objectives. The research questions and objectives, the scope of the study, sample size and sampling technique are also included. Further, instrument development, data collection methods, reliability, and data analysis techniques are also discussed.

4.1   Conceptual framework

The literature on Career Transition has scanty empirical evidence on the process adopted in achieving career management successfully. The contemporary patterns of Careers advocating self-directed career management systems and success depends on the way individual links his experiences using inner judgments and form the career (Hall and Moss, 1998). Thus careers are what individuals make with the choice of the opportunities available. It is observed that proactive individuals can influence work situations by seeking change in the work setting that may necessitate psychological or physical organizational mobility in achieving the goals that enhance career authenticity, success and job satisfaction (Seibert et al., 1999). The job mobility is characterized by transitions and transition management. The way in which the transition is managed will influence success. It is observed that successful transition management can be ensured by exploring the factors that can facilitate the process. There are very few studies in the literature throwing light on the process of transition and the factors facilitating the process; even when found, they are in isolation where an integrated approach is lacking. Further, the studies showing the management of these factors facilitating outcome towards career success are rare. Therefore this research helps in presenting a conceptual framework that can guide the process of transition management which is essential in achieving career success.

The literature on Career Management, Career Success and Career Transition helped in deriving the conceptual framework. The model explains the process of Transition Management which will lead to the positive outcomes of career success. The study

identified the role of Organizational Factors, Core Self Evaluation factors, and Career Anchors as independent variables leading to effective Transition Management (first dependent variable) which in-turn result in Career Success (final dependent variable). Demographic factors are found to influence Career Success. The following figure shows the conceptual framework of the study.

4.1 Conceptual Framework

```
┌─────────────────────┐
│ Organizational      │
│ factors:            │
│ Top management      │
│ support             │
│ Culture of learning │
│ Career sponsorship  │
└─────────────────────┘

┌─────────────────────┐                    ┌──────────────────┐        ┌──────────────────┐
│ Core self-evaluation│                    │ Career Transition│        │ Career Success   │
│ factors:            │───┐                │ Management       │───────▶│                  │
│ Self Efficacy       │   │                └──────────────────┘        └──────────────────┘
│ Self-esteem         │   │──────▶                                              ▲
│ Internal locus of   │   │                                                     │
│ control             │   │                                            ┌──────────────────┐
│ Extroversion        │   │                                            │ Demographic      │
└─────────────────────┘   │                                            │ Variables:       │
                          │                                            │ Age              │
┌─────────────────────┐   │                                            │ Gender           │
│ Career Anchors:     │───┘                                            │ Marital Status   │
│ Technical-functional│                                                │ Income           │
│ capability          │                                                │ Education        │
│ Entrepreneurial     │                                                │ Work Experience  │
│ creativity          │                                                │ Total Work       │
│ Lifestyle           │                                                │ experience       │
│ Pure challenge      │                                                └──────────────────┘
└─────────────────────┘
```

4.2 Research Questions

The research questions that were formulated for the study are

1. What are Transition and Transition management? How is it understood by individuals and organizations?

2. What is the outcome of Transition management on the success of the career of an individual?

3. What factors facilitate the process of Transition Management in individuals? How important is individuals skills and aspirations in predicting mobility patterns?

4. What is the relationship between Demographic factors between transition management and career success?

5. What is the visibility of transition management in the Indian Industry?

6. What is the incidence of transition management across sectors in the Indian context?

4.3 Objectives

The research questions, thus, led to the following objectives that are framed upon considering the literature available. They are:

- To identify factors which help in effective Transition Management among the individuals.

- To investigate the effect of Core Self Evaluation factors on the management of the Transition process.

- To examine the Career Anchors that facilitates the process of Transition management.

- To investigate the effect of Organizational factors on the management of the Transition process.

- To examine the relationship between Individual factors (Core self-evaluation factors, Organizational factors, and Career Anchors) on Transition Management.

- To examine the relationship between Transition Management and Career success.

- To examine the Demographic factors affecting transition Management and Career Success.

- To examine the process of Transition management and career success in the Indian context across sectors.

4.2 Research Structure for the study

Phase - 1

Phase- 2

Phase - 3

Phase - 4

Literature review and Identification of variables

CSE   CA   OF   CTM   CS

Instrument design (Scale Development)

Discussion &Review

Final questionnaire

Revision

Data Collection & Survey

Test for Normality

Factor Analysis EFA

Model Fitting-CFA

Hypothesis Testing SEM

CSE – Core self Evaluation

CTM – Career Transition Management

CA – Career Anchors   CS – Career Success

OF – Organizational Factors

4.4 The scope of the study

The job mobility issues affecting the industry and the consideration of the geography for the study were the basis for deciding the scope for the study. The study is conducted in the IT, Pharmaceutical, Education, Infrastructure and Banking industries based on the survey reports of Manpower Employment Outlook Survey released by Manpower Group and IBEF which identified 7 sectors as high job provide sectors. Hence, among those sectors that are identified to stand out in job creation notably Banking, Finance, Real estate, Consumer, Education, financial services and technology, e-commerce, Pharmaceutical etc.; five sectors have been identified to undertake cross-sectoral study for purpose of research.

Hyderabad, a city with great potential, is the research area for study. It was placed fourth for contributing GDP to India in 2008. The Highest number of Special economic zones are found in and around the city of Hyderabad among the Indian cities. Especially the city is the hub for Pharmaceutical and Electronic industries because of the strategic location under South central India making it Pharmaceutical capital called "Genome Valley of India" and therefore the gateway to south-central India. Hyderabad also has growth of industries like Insurance, IT enterprises, Biotech and Financial institutions creating strong employment requirement. These industries are responsible for the growth of ancillary units such as transport, communication, trade and commerce, storage, real-estate requiring three times more employment. The city is also popular for its technological township called HITECH city and the growth of Cyberabad (cyber city). IT-enabled services, entertainment, financial and BPO services are seen as the supplementary units developed alongside the IT industry. GaWC, the Economic analysis group in 2010 has ranked Hyderabad in the third tier city by importance in the Gamma+ world city rankings. These characteristics have prompted to take Hyderabad as scope for study.

4.5 Research design

Research design involves causal research for studying the role of key variables in influencing Transition management identified earlier through literature review. The current study involves a nomothetic explanation of the factors and the process in which these factors lead to positive outcomes of Career Success through a framework model in an attempt to bring a better understanding of the causal phenomenon of transition management in achieving career success.

4.5.1 Sample Unit and Sampling Method

In the present study, companies from five sectors identified to be having potential in creating jobs with global presence and creation of desirable work-related outcomes along with the formal practices of job mobility and diversity are considered as a sample population for the study (Arthur, Khapova & Wilderom, 2005).

Purposive (non-probability) sampling technique is used with snowball concept. Snowball is a technique considered for the purposive sampling, in order to find the response from the selected sample of individuals relevant to be included in the study. Although the non-probability method has a limitation that the findings cannot be related to the population as a whole but only to that specific group, the specific reasons for selecting non-probability sampling technique are:

1. The lack of an appropriate sampling frame which includes a list of all companies sector wise with a consideration to have incidences of career transition phenomenon. Under this condition purposive sampling is useful. It is used when research requires to study a small portion of a larger population where the members can be easily identified but the enumeration of all is nearly impossible (Babbie, 1990).

2.It is difficult to find a suitable sampling frame when companies do not wish to give the details of employees on work-experience, past job records and transition phases for the privacy considerations or other reasons.

3. It may be very time-consuming to develop an appropriate frame and when the study needs special characteristics of the population to match those identified characteristics in the select subject of study.

Purposive sampling was thus employed to have representative cases on the dimension of interest. The findings may not be generalized but seek transferability.

4.5.2 Sampling Process

Multistage purposeful sampling is followed for sample process. In this method, the sample population selection occurs in stages affected by the characteristics of individuals, groups or settings of the target population (Onwuegbuzie & Collins, 2007). The available database is insufficient in providing information on the companies or employees operating in India where active career transition occurred, therefore purposeful sampling is sought to arrive at a sample with required characteristics. The sampling process involved identifying individuals who have had active job mobility and underwent career transition through personal contacts, a professional network of organizations and individuals. Thus, these individuals made the primary sampling units. In the second stage around 40 companies have been personally visited; Personnel or HR managers were contacted to get the list of individuals with the criteria and questionnaires distributed to get the response. The final step adopted to select the sampling unit is tertiary snowball sampling. In this stage, the sample was identified using the people of acquaintances who do not belong to the sampling criteria but can identify and help reach those who satisfy the criteria (MacNealy, 1999). Following this step ensures a reliable sample as they may have similar characteristics close to the group under study (Henry 1990). The study considers individuals with a total of five years of experience and above as the sampling unit. Thus acquainted respondents satisfying required characteristics were approached to identify others and target them.

4.5.3 Sample size

The Sample size estimation is made using the Cochran formula of minimum sample size. It was estimated that a minimum of 384.16 samples is required at 95% confidence level, with a 5% margin of error and 50% maximum variability of the population. A rule of thumb suggests that sample should be fixed in 10:1 ratio of the variables in the study, thus the sample determined for the present study was 800, as there were 76 variables in the final measuring instrument. This is because, in SEM estimation, a rule that is justified is, to have at least ten times as many subjects as variables (Westland, 2010). The study is

conducted across five sectors thus it is seen that the respondents from each sector were in equal proportion.

Table 4.1 List of the companies visited for data collection.

S.No	Sector	Companies visited
1.	Banking	HDFC bank, Yes Bank, Axis Bank, ICICI bank, cooperative bank, Kotak bank, Adarsh bank, OBC, Bank, ING-Vysya, IOB, SBI, SBH, Syndicate Corporation Bank, Punjab National Bank,
2.	Infrastructure	L&T metro rail, GVK group, Indus project Limited, NR Constructure, DSR project Pvt Ltd, Vishnu InfrastructureLanco Infotech, Reliance Infrastructure, GMR Infrastructure, IVRCL, Hindustan Construction company, NCC, Simplex Infrastructure, IRB Infrastructure, Gayatri Projects, Ramky Infrastructure, Madhucon Projects, Shriram Group
3.	Education	Osmania University, IIIT, BRAOU, ICFAI, EFLU, Vasavi College of Engineering, GokarajuGangaraju Bhavan Vivekananda college, Chaitanya college, Sai Chaitanya college, Pendekanti Law College,Nalsar University, St. Francis College, Narasimha Reddy engineering college, NizamCollege, St. Ann's Women PG college, CMR Group of Institutions, Malla Reddy group of Institutions, St. Joseph college, JNTUH
4.	Software	Kewill systems, Accenture, Infosys, Tech Mahindra, WiproTanla IT solutions, FedEx IT solutions, Web plant Technologies, Angel Broking, Berkadia, Franklin Templeton, Servers Software, Sreerven Infocom, TSS India, Karvy Global, L& T Infocity, IBM, Accenture, ADP International, AppLabs, CMC Limited, D.E Shaw India Pvt. Ltd, TCS
5.	Pharmaceutical	Uinique Biotech Ltd, Lee Pharma, Jupiter BioTech, life science, Zenotech labs Ltd, Shantha Biotech, Biotech Desk Pvt.Ltd, Gland Pharma, Aurobindo, GVK Biosciences, Indian Immunologicals, Unique Biotech Ltd., Lifecare labs, Matrix Biosciences, Fleming Laboratories, CCMB, NATCO Pharma, Dr. Reddy's

4.6 Data Collection Methods

The method used for primary data collection was Survey method. Initiatives to use interactive media (face-to-face and telephone) and electronic media (e-mail) was undertaken to contact respondents and communicate with them. Questionnaires were distributed using emails as well as personal contacts through a structured self–administered questionnaire. It was found that some people preferred responding through the mail than in person. Personal visits were made to the companies to identify respondents and seek their consent there was a mixed response on the mode of filling questionnaire some of them insisted on filling the questionnaire online at their convenience if the option is available. Looking into the interest of the respondents and maintain continuity in data –collection method both e-mail and hard copy questionnaires were used.

The procedure for developing a measuring instrument will be described in the sections that follow.

4.7 Instrument Development

Keeping in view the information required the request for data collection was made with a forward and a covering letter explaining the purpose. An assurance was given about confidentiality and instructions extended on filling the form. Methods like e-mail, hard copy circulation of questionnaires were used. The questionnaire was divided into six sections:

Section 1: This section consists of questions on demographic details. The information about gender, age, work experience, type of organization, name of the organization along with a number of changes in the total work tenure, years of experience in the current job, types of positions held was requested.

Section 2: It has questions related to the career transition inventory while working with the organization.

Section 3:this section contains statements about the factors promoting the core self-evaluation of respondents. There are questions related to four categories in them – self-efficacy, self-esteem, Neuroticism, the locus of control.

Section 4 is related to identifying the Career Anchors of the respondents.

Section 5 relates to the identification of the organizational factors that support the kind of transition management in them.

Section 6 consists of questions relating to career satisfaction from career progressions and advancements.

4.7.1 Data Collection

The survey method was used to collect primary data. Different modes of communication like direct interaction, telephonic interaction etc., electronic media through emails and google forms were used. A self–administered structured questionnaire was circulated using email or in person. E-mail was also used for distribution as some of the respondents contacted were more candid in e-mail than in person. Personal visits were made to the companies to identify respondents and seek their consent there was a mixed response on the mode of filling questionnaire some of them insisted on filling the questionnaire online at their convenience if the option is available. Survey method was used to collect primary data. Interactive methods were used in collecting data like direct method, telephonic interaction, e-mail, Google forms etc. Self–administered structured questionnaires were distributed. Personal visits were made to the companies to identify respondents and seek their consent there were mixed responses on the mode of filling questionnaire some of them insisted on filling the questionnaire online at their convenience if the option is available. Looking into the interest of the respondents and maintain continuity in data − collection method both e-mail and hard copy questionnaires were used.

The measuring instrument is developed in the due procedure as described in the following sections

4.7.2 Instrument Development

The process involves operationalizing the constructs based on the related theories from literature and defining them. Next step generation of items by writing statements and deciding formats for measurement and validation.

The measurements for the constructs were developed following steps of Stehr-Green, Netemeyer et al., (2003). The item generation was done upon the literature study and Focussed group discussions (FGD). An item pool of 76 questions was created and presented to three subject experts. The experts helped in thorough examining of the questions, reassessing and retaining the appropriate items. There were not much of changes made as the items were sourced from the tested scales, however, some minor changes were made in collecting details on the demographic information. Thus a final questionnaire consisting of 68 items on the study variables and 8 questions on Demographic variables was finalized. The Likert scale of 5 point scoring response format selected. The instrument consisted of reverse score items on the scale.

Thus in the following section, operational definitions of the variables used for the study are presented. As mentioned empirical studies and the other sources like secondary data analysis is used defining the variables.

Table 4.2 Operational definitions of the variables used in this study

Independent variable: Core Self Evaluation	Items
CSE is defined as an assessment of self-worth of an individual reflecting the belief on capabilities, competencies to perform, cope, persevere, and succeed. It is a generalized construct of four traits, treated as a single latent construct derived from the four traits of personality: self-efficacy, self-esteem, neuroticism and locus of control (Judge, 2009).	12
Independent variable :Career Anchors	**Items**
Based on the Schein's Career Anchor theory it is described as descriptive as well as a predictive tool that helps an individual to integrate career.	24

It is defined as the abilities, motives, and values inside the person that are mutually interactive and inseparable affecting acting as a set of driving and constraining forces affecting career choices' and decisions (Schein, 1978).

Independent variable: Organizational factors	Items
Individuals performance and adaptability improve when organizations encourage advancements, rewards, and opportunities. The initiatives satisfy career needs and support career prospects (Ng and Feldman, 2008; Ismail, Adnan & Bakar, 2014). Organizational factors influencing career development include formal and informal support (career planning, training, mentoring and coaching) (Barnett & Bradley, 2007). The organizational factors identified as important for career transition management are Perceived organization support, the culture of learning, Perceived supervisor support.	16

Dependent variable: Career Transition	Items
The period of adjustment when an individual either changes role or orientation to a role already held is described as acareer transition (Louis, 1980). The process is characterized by self-invention, autonomy, and self-direction (Chang, Rosen, & Levy, 2009; Lee et al 1996; Neapolitan, 1980Muchinsky & Morrow, 1980, Neapolitan, 1980)	19

Dependent variable: Career Success	Items
Career success is defined as the accumulated positive work and psychological outcomes resulting from one's work experiences, it includes both objective and subjective success (Seibert &Kraimer, 2001)	5

Thus the operational definitions of the variables provided the lead to identify the potential items to be developed for the study. Additionally study from the literature helped in finding the scales for the source of items to be included in the instrument. The potential items for Core Self Evaluation, Career Anchors and Organizational Factors from the literature are listed in **table 4.3.**

Table 4.3 List of Scale Items of the variables

Items	Source
Core self-evaluation Judge's 12 item scale including 3 items each on self-efficacy, self-esteem, neuroticism, and locus of control	
Career Anchors	Career Orientation Inventory (COI), Edgar Schein, 2006, 24 items
Organizational factors	Rhoades and Eisenberg's 16 item scale
Career Transition Management	Heppners' 19 item career transition inventory
Career Success(CS)	Greenhaus, Parasuraman, Wormley 5 item scale of subjective career success

A total of 76 items were identified and statements written in the questionnaire. The questions were related to Demographic profile, Career Transition, Core self-evaluation, career anchors, organizational factors and success factors. The questionnaire for data collection had 8 questions on demographic profile related to gender, age, marital status, education, occupation, work experience, total work experience and number of job changes. Core self-evaluation scale had 12 statements related to self-efficacy, self-esteem, neuroticism, and locus of control containing 3 items for each variable. There were 6 reverse items out of the 12 items; all items of neuroticism were reverse scored followed by 2 items in the locus of control and 1 item in self-efficacy.The scale has items like "I am confident I get the success I deserve in life"; "sometimes I feel depressed; I determine

what will happen in my life". Reverse score items include "I am filled with doubts about my competence (r)", "Sometimes when I fail I feel worthless (r)".

Career Anchor questionnaire has 24 items from Schein's career orientation in inventory related to the 8 anchors specified by Schein thus there were three questions on Technical functional competency, three questions on General managerial capability, three questions on Autonomy & independence, three questions on Entrepreneurial creativity, two questions on Social service, three questions on Lifestyle anchor, 4 questions on Security anchor, 3 on Pure challenge anchor. High score about an item indicates that the individual prefers that anchor to others. The questions include "I want to be really good at my job, one of the best, an expert". "I would much rather build my own business than be the boss in someone else's", "My ideal career will enable me to integrate all of my needs- whether work, personal or family"."I would be very uncomfortable working in an organization that took a lot of risks", "I prefer to work for an organization that offers stability and security", "I would rather find a new job than accept a role that puts constraints on how I do my work"

The next section of the questionnaire deals with the questions on Organization factors by Rhoades & Eisenberger's 16 item scale. The questions were related to items on Perceived Organization support, Perceived Supervisory support and culture of Learning, there were six reverse score items in all. The items include questions like "If Organization could hire someone to replace me at a lower salary it would do so. Culture", "Organization fails to appreciate any extra effort from me (R)", "Organization would ignore any complaint from me (R)", "Organization really cares about my well-being", "Supervisor disregards my best interests when it makes decisions that affect me (R)", "Organization cares about my general satisfaction at work".

Career Transition was measured by adopting Heppner's 19 item inventory. The questionnaire had 3 variables consisting of 7 items on Confidence variable, 7 items on Readiness and 5 items on Decision Independence variable. Reverse score items also were included. The final section of the questionnaire was career success, it had 5 items on subjective satisfaction prescribed by Greenhaus, Parasuraman, Wormley.

Five-point Likert scale used where the responses ranged from "strongly agree" to "strongly disagree" (5 = 'Strongly Agree', 4 = 'Agree', '3= 'Neither agree nor disagree', '2= 'Disagree' and 1 = 'Strongly disagree

4.8 Questionnaire Administration

The questionnaire so created was next administered to collect data from the potential candidates. Since the respondents were individuals, the survey method adopted to contact them. As explained earlier different methods were used to contact them like direct interaction, telephonic contact, email, Google form survey etc. voluntary participation from them was first sought by sending a covering letter to determine their willingness in the study. The data was collected during the months of October 2016 - April 2017. The stepwise procedure adopted by first contacting the respondents and collecting their mail ids. Questionnaires were then sent to them with a cover letter, further, the respondents were requested to suggest other potential individuals who match the requirements to extend the questionnaires. Thus in the snowball process potential candidates were tracked and response collected. Throughout confidentiality was assured by specifying the purpose and nature of research promising identity disclosure and anonymity. Later reminders were sent to expedite the process and collect the questionnaires, follow up sometimes required three reminders with a frequency gap of a week or two. The first set of data collection was done from Oct-Dec, 2016 followed by another round of data collection from Jan - April 2017 additionally and thus database created. Thus a total of 1204 questionnaires were finally collected in all from the respondents over a period of 7 months.

A total of 1204 questionnaires were circulated, of the 546 filled in questionnaires were returned. 47 questionnaires from them were incomplete, thus could not be used. Therefore the final sample was 499 in size, making the response rate of 41.44% for the study. It is presented as a table below

Table 4.4 Response rate of the Respondents

Element	Number of Respondents
Number of Questionnaires sent	1204
Total number of questionnaires returned	546
Usable questionnaires	499
Response rate	41.44%

4.9 Methodology for Data Analysis

The data collected was analyzed in the following method

Step1: Data Cleaning was done in the first step to ensuring that the responses are complete and analysis carried on. Data was sorted for the elimination of missing values, outliers in this step.

Step 2: This step contains Descriptive analysis carried on using frequencies, mean and standard deviations. Further data is checked for normality, it is a fundamental test carried on for checking the distribution of data in the respondents. Normal data usually conform to a bell-shaped curve depicting a uniform distribution about the mean, thus for normal data p-value should be greater than .05 ($p>0.05$). The symmetry among the sample is balanced in a normal bell shape curve but the curve can sometimes become asymmetrical moving to right or left from the mean. The asymmetry is called skewness and it can be positively or negatively skewed. Another measure in checking normality is Kurtosis. It indicates the distribution height or sharpness of the curve which indicates the number of outliers. There are three types of kurtosis – Leptokurtic, Mesokurtic, and Platykurtic. In Leptokurtic the curve is at peak indicating that there are more outliers. Platykurtic has a flat curve and it indicates that there are less or very few outliers than in skewness and kurtosis indicate normality tests along with Q-Q plots. They are normally set to zero in most of the statistical software.

Step 3: Reliability of the measuring instruments measured using Cronbach-alpha coefficients. It checks the Coefficient of Correlation between items in a construct. Higher the correlation between the items higher is the reliability, it is estimated that reliability of 0.70 or above is good reliability; it may be reduced to 0.60 for exploratory research purposes (Hair et al. 2015).

Finding the overall reliability of the variables under study further, construct wise reliability is checked to identify the reliability of each measure.

Step 4: Inferential statistics for hypothesis testing
Multivariate analysis is performed to test the proposed framework for determining the inter-relationships and testing theory. Multivariate analysis has two components (a) factor analysis to identify the variables in each construct and explain their relationships (Hair, 2015). The factor analysis helps in assessing the correlation among items thereby

extracting factors and dimensions. The extraction depends on the existing theory and conceptual study which helps to determine variables/constructs for the study (Hair et al., 2015). There are certain conditions that should be satisfied during factor analysis like (i) minimum sample size should be greater than 100, (ii) Barlett test to assess appropriateness of factor analysis done by estimating the correlation matrix (test value > .05), (iii) estimation of sampling adequacy through Kaiser-Meyer-Olkin measure (KMO) where the value has to be greater than or equal to .5

After the conditions are satisfied Principal component analysis is taken up to discover latent constructs using orthogonal rotation method. The significance values considered for acceptance are Eigenvalue ≥ 1 explaining the minimum amount of variance where the 60% threshold is considered satisfactory. Further Varimax rotation is adopted since it maximizes the sum of variances of required loadings of the factor matrix, factor loadings indicate the correlation values of the variable. Square of variable loading is the amount of variance in that factor. Say, ±0.30 account for around ten percentage (10%) variance. Similarly, ±0.70 loading accounts for around fifty percentage (50%) of variance. Therefore, higher the loading value, more significant the variable is. The results of EFA are only based upon the data. Therefore, the factor structure needs to achieve the validation to reach the generalizability. To do this, the assessment of measurement theory is appropriate (Hair et al., 2015)

Next step in inferential statistics is to test the framework on the basis of theoretical support to measure the theoretical parameters. The measurement model is tested using Confirmatory factor analysis (CFA). CFA provides validity for the proposed construct. Structural Equation Modeling (SEM) is used to test the relationships, estimate interdependencies, measurement errors and structural relationships based on theoretical support. The statistical significance is achieved through the estimation of standardized loadings of 0.5 and above. 0.7 is considered to be ideal. Construct validity comprises of Face Validity, Convergent Validity, Discriminant Validity, Nomological Validity.

Face validity is measured through measurement scale, convergent validity is tested through Average Variance explained. The threshold for the measures recommended is 0.5 (Fornell and Larcker, 1981)

$$AVE = \frac{\sum_{i=1}^{n} L^2_i}{n}$$

Discriminant validity measures the distinctiveness

of the constructs and is measured using the square root of AVE. It should be greater than the inter-construct correlation values measured using the $\chi2$ difference test (Campbell & Fiske, 1959, King et al., 2012, Bagozzi& Yi, 1988).

Nomological Validity refers to establishing construct validity through evidence of the nomological network (King et al., 2011). The significant relationship of one construct with another construct (s) within the theoretical framework supports evidence for the nomological validity (Hair et al., 2015).

Finally, multiple regression analysis technique is used to study the relationships between constructs. It helps to study the significance of relationship especially between several independent variables and a single dependent variable (Allison; 1999; Hair et al, 1995; Anderson, Tatham, and Black; 1995). The technique helps in assessing the effect of magnitude and direction of the predictors on the dependent variable thus determining the relative importance. Further, it also analyses the effect of predictor variables independently as well as combined thereby assessing the variance in the effect (Hair, et al., 1995; Sekaran, 2000).

Step 5: The study further carried Analysis of Variance (ANOVA) to assess the significance of demographic variables and industrial sectors on the dependent variable as well as difference among the groups (Kranzler, 2003). One way ANOVA is conducted and significance are checked with p-value below .05. If the result is significant then a post hoc test is conducted using Fisher's LSD (LeastSquare Differences), it compares the mean scores and differences among the groups.ANOVAin this research assesses the significance of demographic characteristics such, age, gender, Marital status, education, income, Current work experience and total work experience on Career success and the significance of different sectors Banking, Pharmaceutical, Infrastructure, IT and Education sectors on Career success.

4.10 Summary

This chapter described the methodology and its issues for the study. The research design decision has been made based on the characteristics of the sample, objectives of the study and the variable relationships. A framework is established to explain the effect of independent variables (individual and organizational factors) on the dependent variables (transition management and career success). The study also identifies the effect of demographic variables on Career Success as well as the patterns of Career Transition management in the sectors. A multistage purposive sampling with the snowball technique has been used to collect data. Measuring instrument was developed with 68 questions on predictors and 8 questions on demographics. The data collection methodology implemented by distributing questionnaires through email, telephone, and direct contact. From the total circulated questionnaires of 1204, 499 questionnaires were finally useful accounting to a response rate of 41.44 %. The data analysis techniques and tools were explained and the rationale for such a decision is provided. Further analysis and the results are discussed in the next chapter.

Chapter - 5

DATA ANALYSIS AND EMPIRICAL RESULTS

The study is undertaken with a purpose to study the role of Career Transition management as a Strategy for Career Success. Given the impact of the changing work dynamics on the work structure and organizational settings worldwide, Career Management practices have seen a sea change in the Career Development field. In this paradigm, the concept of "individual employability" replaces the earlier notion of employees' feeling of security within the organization. Thus the underlying principle governing the employees and organization is "self-determination" with a necessity to sustain and manage the careers successfully by individuals. Studies by Nicholson (1996) also confirmed the role of changing dynamics and its impact on self directed career management. The reasons for the changes were identified as globalization and communication revolution resulting in open markets, multiple entries and exits to the business competition, increased requirement for human capital and material resources, rise in expectations of the interest groups and customers etc. The new systems have caused changes in the careers and career management systems of the individuals too. They face challenges of greater competition, pressure for productivity, organizational challenges (resulting from mergers, joint ventures, work alliances), further less defined career pathways have resulted in new forms of employment like temporary or contractual jobs, increased diversity, placing the emphasis on technological skills, flexible employment, increased tasks and work/life complexity. There is also the risk, obsolescence and stagnation that an individual come across during the growth in the chosen field. Individuals thus need to take into account the factors and interact within and around organizations for sustaining careers. The understanding of the type of readiness and preparation needed to ensure success in careers by individuals is particularly important to India and China emerging as leading economies within the global marketplace. This chapter highlights the data analysis in sections and subsections. They are as follows

Section 1 deals with the descriptive analysis of the sample data. It includes data cleaning for identifying and removing missing values and outliers; and checking for normality.

Section 2 contains preliminary analysis of data for refinement of measurement scales that involves reliability and internal consistency assessment. The reliability is tested through Cronbach's alpha that measures Coefficient of Correlation between items in a construct. Construct wise reliability is checked to identify the reliability of each measure followed by overall reliability of the variables under study. Next sampling adequacy is measured using Bartlett's test of Sphericity and Kaiser Meyer–Olkin measures of appropriateness.

Section 3 conducts empirical analysis using inferential statistics to investigate the hypothesis and satisfy the objectives as discussed in chapter 4. Multivariate analysis is carried with SPSS 20.0. The hypotheses were addressed through Structural Equation Model (SEM). It is used to estimate relationships among latent constructs using AMOS 20 for structural models (Joreskog & Sorbom, 1982) and Multiple Regression is used to test the relation between the constructs and the dependent variables (Jose, 2013). .

Section 1

The data about the respondents profile is organized for a preliminary examination on descriptive statistics. The result is presented in the form of frequency tables followed by Mean and Standard deviation.

5.2 Sample Profile

The data from responses came from 5 sectors in Hyderabad. The sectors are Education, Banking, IT, Pharmaceutical and Infrastructure sectors. All the respondents had a career for more than 2 years.

5.2.1 Gender: A majority of the respondents were men (85.2%) and only a few 14.8% were female respondents. The possible cause for this observation could be explained from Corporate Gender Gap Report 2010 of World Economic Forum (Zahidi & Ibarra, 2010), The report studied 20 major economies, it found that India had the lowest percentage of female employees (23%) (Gender Inclusivity in Corporate India: A Business Imperative Based Framework Jul 24, 2017). However women are better-represented in industries like the Service sector and the IT sector, but then their majority is found maximum at the entry levels. Furthermore their representation lowers as the role increases

and they move up the hierarchical ladder. The following table represents the distribution of sample by gender.

Table 5.1 Distribution of sampled respondents by Gender

Gender	Frequency	Percentage
Male	433	86.8
Female	66	13.2
Total	**499**	**100**

**Fig 5.1 Distribution of sampled respondents by Gender**
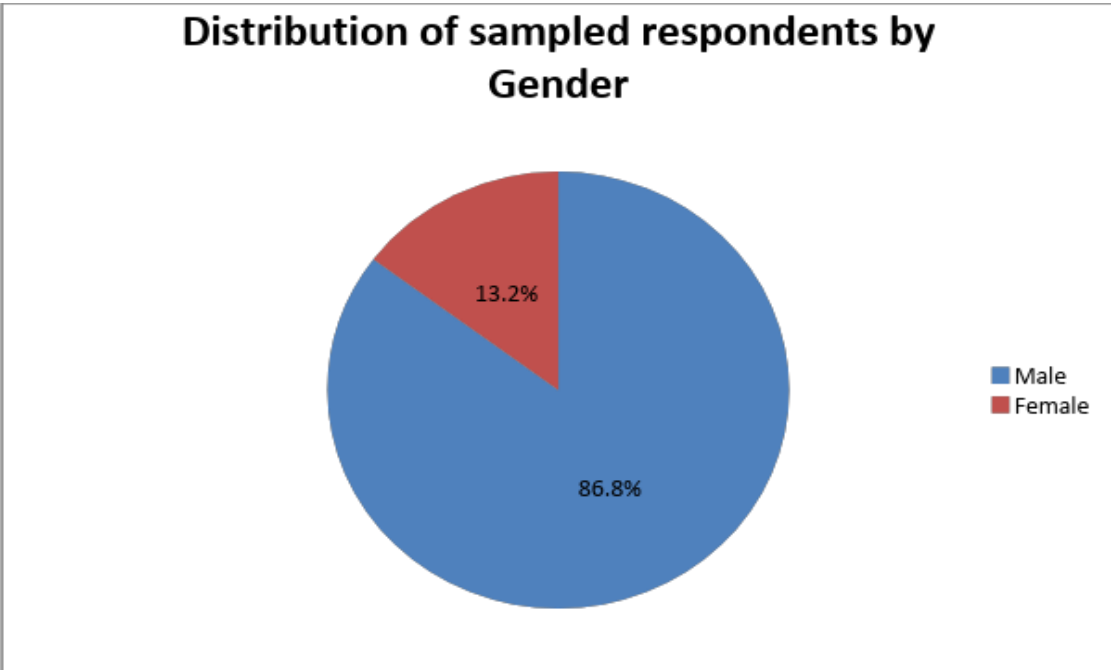
5.2.2 Age: Age is an important variable, determining the number of transitions and management of the same in careers. As can be seen from the study, a majority of individuals belonged to the age group of 30-39 years range closely followed by 20-29 years while in active careers. Thus, it is seen that they started their careers in their 20s and have sustained careers. The progress is made through job mobility when they were middle aged. This reflects that individuals must have taken some time to settle down in careers in terms of gaining experience and learning to have taken up to job change. It is also interesting to know that young individuals in the age group of 20-29 are also in the process of changing jobs actively, which proves the opportunities for enhancing career success as also the choice of a profession are the emerging trends of individuals.

Table 5.2 Distribution of sampled respondents by Age

Age	Frequency	Percentage
20-29	120	24.0
30-39	349	69.9
40-49	29	5.8
50 and more	1	.2
Total	**499**	**100**

**Fig 5.2 Distribution of sampled respondents by Age**
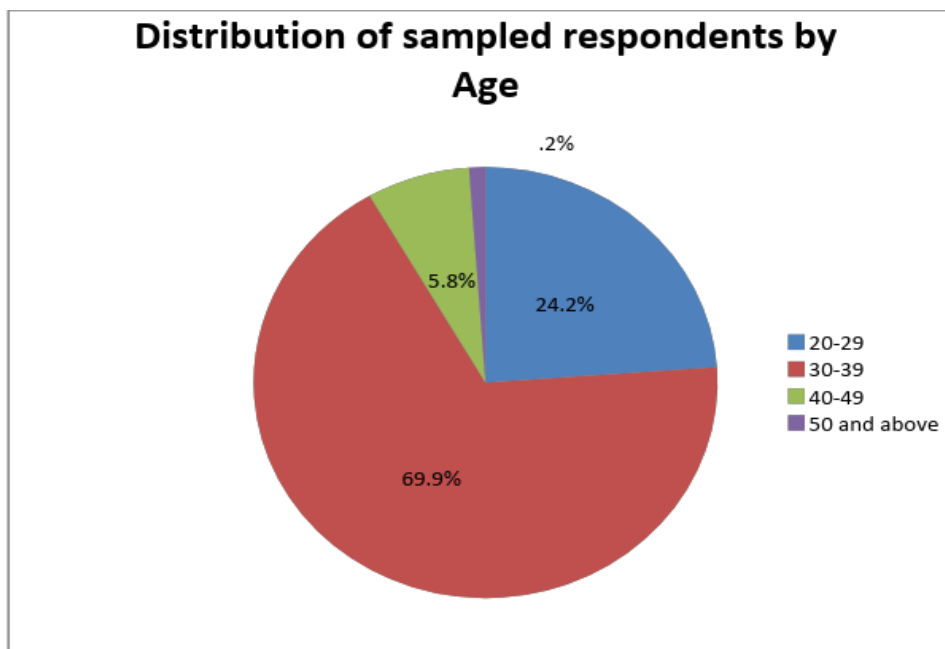
5.2.3 Marital Status: Marital status of an individual determines the kind of commitments and responsibilities an individual has to cope with. The status affects the requirement of demands arising from the quality of life and can significantly influence work family balance. The studies also confirmed the role of family situations interfering in the work domain (Judge 1994) and the necessity they create for career transitions. As can be seen from the study, a majority of individuals are unmarried closely followed by individuals who are married. This reflects that individuals must have taken some time to settle down in life in terms of getting married in order to gain experience and learning in careers so that it helps them to gear up to job change.

Table 5.3 Distribution of sampled respondents by Marital Status

Marital Status	Frequency	Percentage
Married	289	57.9
Unmarried	190	38.1
Single	20	4.0
Total	**499**	**100**

Fig 5.3 Distribution of sampled respondents by Marital Status


110
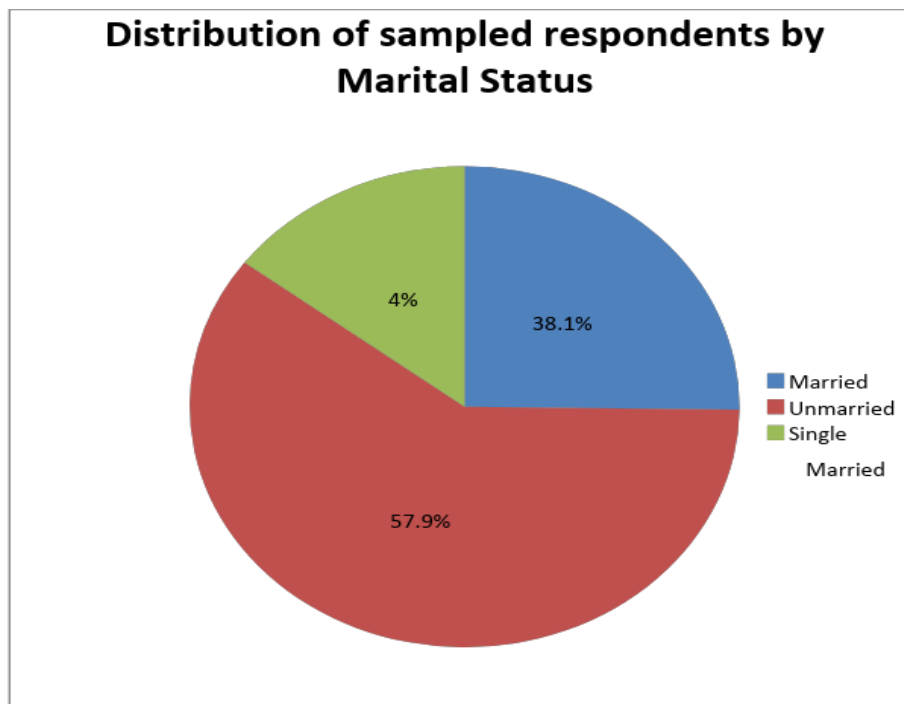
5.2.4 Education: Formal education is reflected in the way careers are framed by the individuals. Education shapes and builds on one's career in the acquisition of the required skills/competencies and the knowledge in career progress. It also adds and improves the social status of a person, Figure 5.4 highlights the educational profile of the sampled respondents. The study indicates that a majority of the respondents were Post Graduates or Masters (76.1%) followed by Graduates (15.7%). A good number of them also have successfully acquired doctorate background. There is a trend of positive correlation between education and career management especially through enhancing technical / professional qualification (Rajeshwari and Mallika, 2013). The changed economic scenario with plenty of employment opportunities for individuals sharpening the skills and acquiring qualifications help individuals satisfy preliminary criteria of tapping potential job requirement though directly it may not affect the career development and progression. Good education is an enabler for positive start in career, all the same it is not a deterrent as knowledge as well as skills could be acquired through training in one's career.

Table 5.4 Distribution of sampled respondents by Education level

Education	Frequency	Percentage
Bachelor	78	15.7
Masters	382	76.1
Ph D	39	8
Others		
Total	**499**	**100**

**Fig 5.4 Distribution of sampled respondents by Education level**
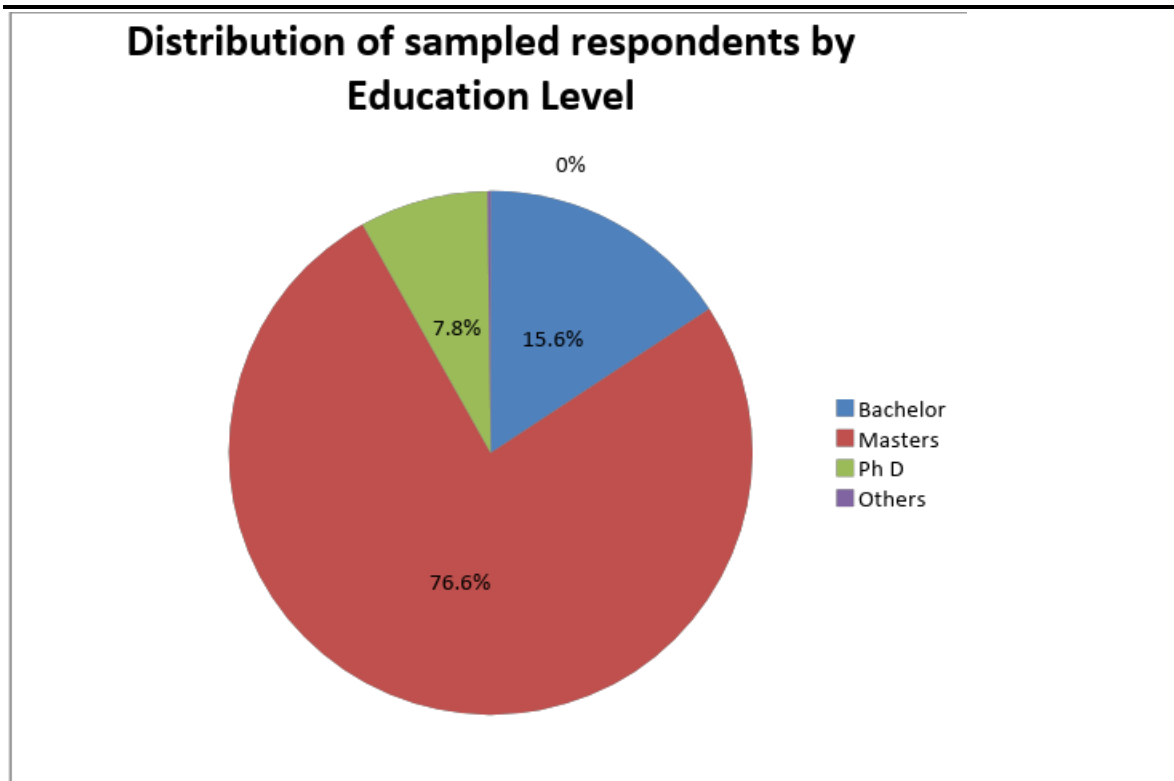
5.2.5 Income Range: Income is an important variable that can influence the choice of different employments by the individuals. The majority of respondents in the study belonged to the income group of 20-39K salary per month. This is followed by individuals with 40 -49K per month. Very few respondents belonged to the income group of 50-59 K per month.

Table 5.5 Distribution of sampled respondents by Income range

Income Range per month	Frequency	Percentage
20-39 K	103	20.6
40-49 K	313	62.7
50-59 K	76	15.2
60-69 K	6	1.2
70 K & above	1	.2
Total	**499**	**100**

**Fig 5.5 Distribution of sampled respondents by Income Range**
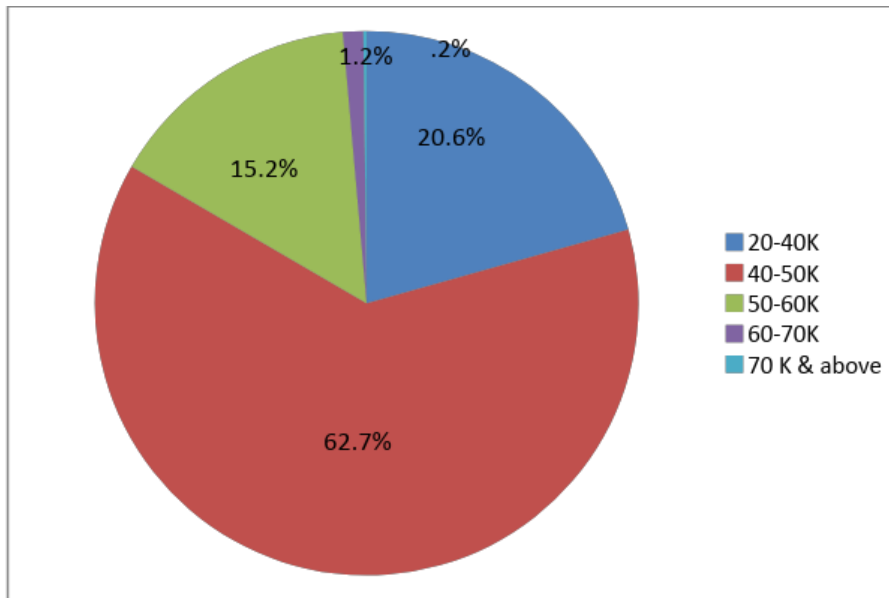
5.2.6 Work Experience: Work experience provides exposure to an office/industry setting and also an idea about the nuances concerned with it. Figure 5.6 highlights the work experience of the sampled respondents. As can be seen from the figure, a majority of the respondents (60.5%) gained 1-2 years of experience in the current organization

Table 5.6 Distribution of sampled respondents by Work experience

Total Work Experience	Frequency	Percentage
0-1	86	17.2
1-2	302	60.5
2-3	95	19.0
3-4	9	1.8
4-5	6	1.2
5 above	1	.2
Total	**499**	**100**

**Fig 5.6 Distribution of sampled respondents by Work Experience**
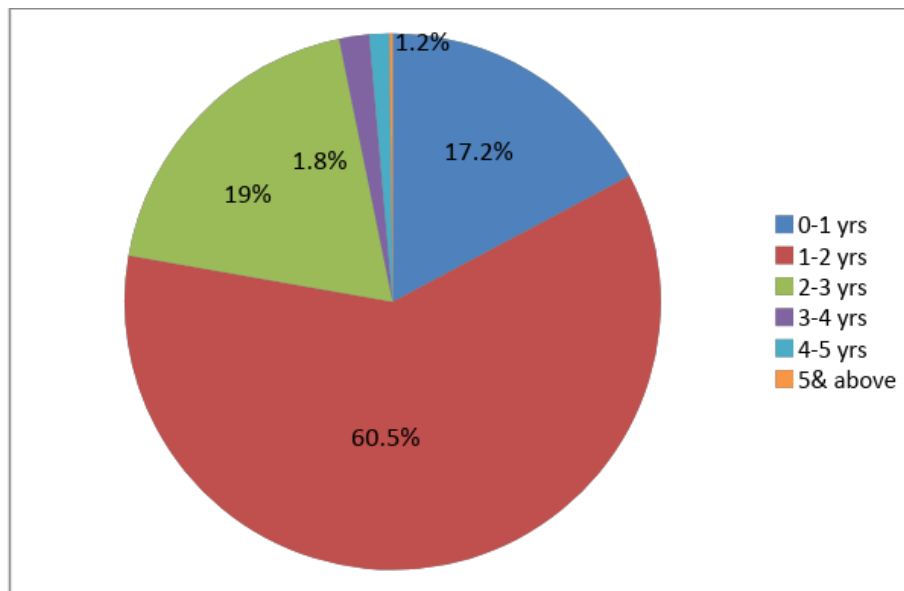
5.2.7 Total Work Experience: The total work experience spanning the work life enhance the knowledge, learning and capabilities of individuals increasing the human capital. Figure 5.6 highlights the work experience of the sampled respondents. As can be seen from the figure, a majority of the respondents (50.9%) had some previous experience of 4-6 years before taking up the job mobility.

Table 5.7 Distribution of sampled respondents by Total Work experience

Total Work Experience	Frequency	Percentage
2-4	195	39.1
4-6	254	50.9
6-8	42	8.4
8-10	4	.8
10 & above	4	.8
Total	**499**	**100**

Fig 5.7 Distribution of sampled respondents by Total Work Experience
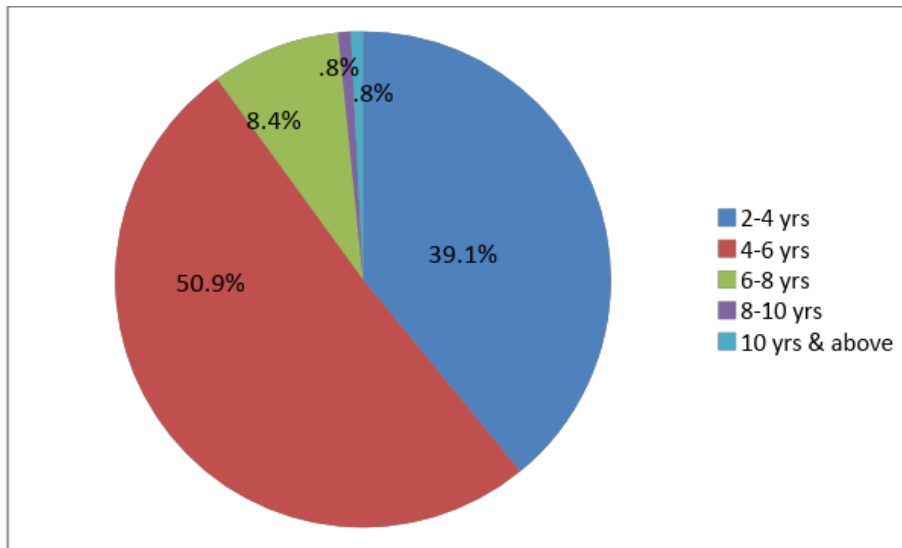
5.2.8 No. of Job changes: As can be seen from the Figure – 5.7, a most of the individuals have undergone 1-2 job changes (40.9%), followed by 2-3 job changes (27.9%). A good number of them had experience of 3-4 changes also (12.2%). This reflects that individuals actively make 1-2 job changes easily. Later the changes depend on having some exposure before contemplating a change. Alternatively, we may also interpret the data in a different way of the changed economic scenario and the opportunities available for people in the employment.

Table 5.8 Distribution of sampled respondents by No. of job changes

No. of Job changes	Frequency	Percentage
0-1	94	18.8
1-2	204	40.9
2-3	139	27.9
3-4	61	12.2
More than 5	1	.2
Total	**499**	**100**

Fig 5.8 Distribution of sampled respondents by number of job changes

Legend:
- 0-1 changes in job
- 1-2 changes in job
- 2-3 changes in job
- 3-4 changes in job
- 4 or more changes

Values shown: .2%, 12.2%, 18.8%, 27.9%, 40.9%
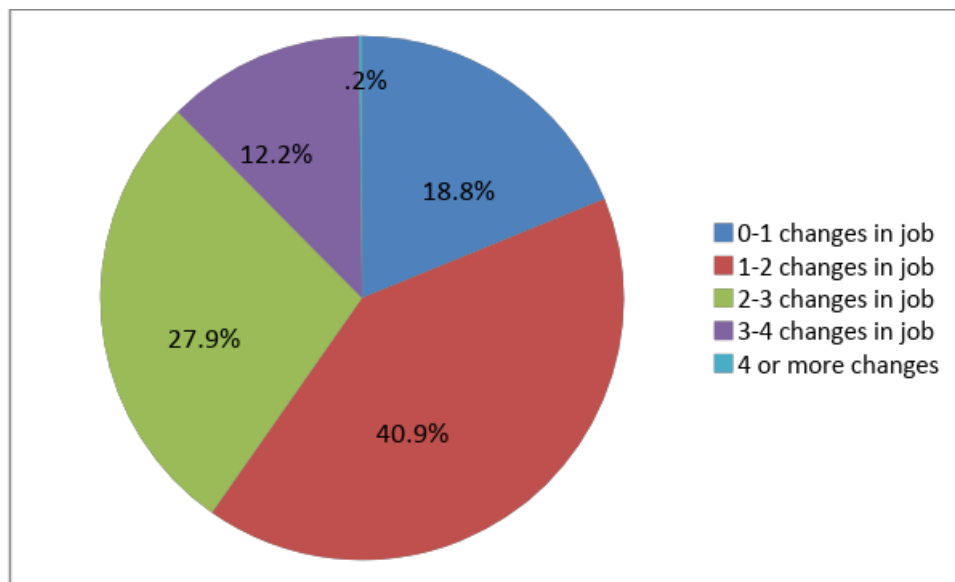
5.3 Test for normality

The data about the sample profile is analysed preliminarily for the purpose of identifying the valid responses. From the 1204 questionnaires sent 546 were returned of these cases, some had ignorable and some non-ignorable missing data. Therefore cases containing ignorable missing data regarding designation (40 cases) were retained and non-ignorable missing data related to work experience, age and other mandatory details had to be removed (Hair et al., 2015). Thus of the total responses 499 responses remained for the study and further analysis.

The response rate for the data set was found to be 41.44%. Initial analysis on data revealed that a majority of the respondents have taken the midpath. Literature suggests that respondent's select middle alternative if they have low cognitive skills, low attitude strength, or if the respondents find the task difficult and exhausting (Krosnick 1991). The respondents belonged to different professions like software engineers, bank employees, pharmaceutical, infrastructure and university employees and as such it was expected that they can understand the statements in the questionnaire. It was also expected that the employees will have cognizance and maintain a positive attitude towards the research topic. The respondents' replies were in accordance to the assumption made (**Annexure 6**) as identified from the confirmation mail sent from them showing interest to participate in the study. But it was identified that majority of them opted for a mid path alternative, may

be they found the task of responding difficult and exhausting as the questionnaire was lengthy with 67 questions. Moreover, many respondents conveyed that it was lengthy.

The data collected thus from the respondents was organized and summarized for conducting descriptive analysis. Normality test was first conducted on SPSS using Kolmogorov-Smirnov and Shapiro-Wilk tests where the data was found non-normal. The studies indicate that a small deviation from normality will not affect the significance of results for large samples (Oztuna, Elhan & Tüccar, 2006). Next measures of central tendency (Mean and Standard deviation), and measures of dispersion (Skewness and Kurtosis) were calculated. Scale wise tests were performed and the following results were found

Table 5.9 Career Transition readiness: *Descriptive Statistics - Mean, Standard Deviation, Skewness and Kurtosis*

Item Statistics

S.No		Mean	Std. Deviation	Skewness	Kurtosis
1	R1	3.96	1.258	-1.122	.113
2	R2	3.56	1.224	-.950	-.328
3	R3(R)	3.96	1.207	-.781	-.705
4	R4(R)	3.90	1.079	-.767	-.752
5	R5®	3.85	1.149	-1.051	-.028
6	R6	3.82	1.190	-1.043	-.074
7	R7	4.09	.966	-1.197	.629
8	C1	3.76	1.230	-1.121	.296
9	C2	3.86	1.034	-1.062	.279
10	C3(R)	3.75	1.219	-.381	2.571
11	C4	3.92	1.086	-1.070	.248
12	C5	3.65	1.286	-1.041	.086
13	C6	3.90	1.039	-1.227	.714
14	C7(R)	3.86	1.096	-.919	-.271
15	DI1	3.81	1.087	-.974	.045
16	DI2	3.69	1.219	-.751	-.539
17	DI3(R)	3.87	1.163	-.948	-.111
18	DI4	3.85	1.178	-.977	.042
19	DI5(R)	3.79	1.167	-.929	-.001

R: Readiness; C: Confidence; DI: Decision Independence

5.10 Core Self Evaluation: *Descriptive Statistics - Mean, Standard Deviation, Skewness and Kurtosis*

S. No	Item	Mean	Std. Deviation	Skewness	Kurtosis
1	EST1	3.8818	1.10132	-1.186	.939
2	EST2	3.8938	1.14367	-1.182	.746
3	EST3	3.9118	1.11589	-1.210	.915
4	NEU1	3.8798	1.10928	-1.179	.900
5	NEU2	3.8717	1.09011	-1.219	1.086
6	NEU3	3.9920	1.04705	-1.249	1.194
7	EFF1	3.8677	1.11693	-1.204	.921
8	EFF2	3.8116	1.15495	-1.096	.538
9	EFF3	3.7675	1.23294	-1.041	.156
10	LOC1	3.5972	1.35774	-.726	-.709
11	LOC2	3.5671	1.35215	-.696	-.743
12	LOC3R	3.0922	1.46153	-.083	-1.423

EST: Self Esteem; NEU: Neuroticism; EFF: Self Efficacy; LOC: Internal Locus of Control

5.11 Career Anchors: *Descriptive Statistics - Mean, Standard Deviation, Skewness and Kurtosis*

S.No	Item	Mean	Standard Deviation	Skewness	Kurtosis
1	TF1	3.7054	1.21874	-.932	-.092
2	TF2	3.7074	1.21013	-.939	-.058
3	TF3	3.6994	1.22467	-.945	-.084
4	GMC1	3.6713	1.27385	-.870	-.267
5	GMC2	3.5972	1.35774	-.726	-.709
6	GMC3	3.5671	1.35215	-.696	-.743
7	AI1	3.7415	1.21541	-.970	-.024
8	AI2	3.7715	1.21400	-1.015	.075
9	AI3	3.8477	1.16027	-1.133	.500
10	EC1	3.7295	1.21609	-1.010	.137
11	EC2	3.7355	1.21494	-1.054	.235
12	EC3	3.6433	1.33872	-.351	2.460
13	SS1	3.8798	1.10928	-1.179	.900
14	SS2	3.8717	1.09011	-1.219	1.086
15	LS1	3.8517	1.13100	-1.169	.716
16	LS2	3.4349	1.37434	-.621	-.942
17	LS3	3.4749	1.36246	-.660	-.866
18	SE1	3.7174	1.23630	-.865	.205
19	SE2	3.7916	2.11151	11.736	215.291
20	SE3	3.7094	1.23768	-.870	.208
21	SE4	3.6994	1.24096	-.851	.158
22	PC1	3.7054	1.27511	-.917	-.222
23	PC2	3.6733	1.28769	-.869	-.335
24	PC3	3.6934	1.29106	-.927	-.230

TF: Technical Functional Capability; GMC: General Managerial Competency; AI: Autonomy & Independence; EC: Entrepreneurial Creativity; SS: Social Service; LS: Life style; SE: Security; PC: Pure Challenge

5.12 Organization Factors: *Descriptive Statistics - Mean, Standard Deviation, Skewness and Kurtosis*

S.No	Item	Mean	Standard Deviation	Skewness	Kurtosis
1	POS1	4.4168	1.71064	-.213	-.679
2	POS2	4.5571	1.62011	-.316	-.399
3	POS3	4.6433	1.60227	-.376	-.478
4	POS4	4.6774	1.63978	-.469	-.392
5	POS5	4.6393	1.67971	-.364	-.642
6	POS6	4.5992	1.66938	-.309	-.646
7	POS7	4.7595	1.63492	-.334	-.688
8	POS8	4.6593	1.61325	-.315	-.506
9	CL1	3.2124	1.15946	-.405	-.553
10	CL2	2.7856	1.19071	-.017	-.950
11	PSS1	4.4810	1.72425	-.355	-.664
12	PSS2	4.4830	1.70789	-.291	-.676
13	PSS3	4.5711	1.72288	-.334	-.689
14	PSS4	4.4349	1.73242	-.297	-.683
15	PSS5	4.4749	1.62710	-.254	-.546
16	PSS6	4.4790	1.67580	-.353	-.631

POS: Perceived Organizational Support; CL: Culture of Learning; PSS: Perceived Supervisor Support

5.13 Career Success: *Descriptive Statistics - Mean, Standard Deviation, Skewness and Kurtosis*

S. No	Items	Mean	Std. Deviation	Skewness	Kurtosis
1	CS1	4.0200	1.81238	-.225	-.951
2	CS2	3.9880	1.82019	-.193	-.992
3	CS3	4.0040	1.79468	-.224	-.934
4	CS4	4.0321	1.81221	-.227	-.950
5	CS5	3.9940	1.85248	-.193	-1.036

CS: Career Success

Measures of Central Tendency and Dispersion indicate the distribution of data for the analysis. Mean for all the items ranged from 3.45 to 4.5. Standard deviation ranged between 0.90 to 1.7, which were higher than 0.50 indicating that the variations are adequate in the sample and thus sample can be used for further analysis (Stumpf, Colarelli, & Hartman, 1983). Skewness and kurtosis values for the constructs also were found to be in the satisfactory range as represented in the table.

5.4 Refinement of Measures

In order to identify the factors that have strong influence during career transition and help individual to manage the transition effectively an extensive literature review revealed a set of three independent variables. These were mentioned in the literature independently but the collective impact, each has on transition was lacking thus this has been studied in the context of job mobility decision individuals take for career success. Factors such as Core self evaluation, Career Anchors and Organization factors were identified as those which when present in the individuals help them to take right decision during job mobility and make use of factors in strategically analyzing and planning the careful movement. The analysis begins with first refining the measurements by assessing internal consistency through Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA). EFA involves (i) computing the inter-correlations by identifying highly correlating items amongst the dimensions (ii) explore variables by first extracting initial factors and then rotate them to identify factors (Murphy & Davidhoffer, 1994). The analysis depends on the data from the sample subjected to exploratory factor analysis and dimensions independently tested based on the conceptual assumption (Hair et al., 2015). The measures considered while performing EFA are scree plots, factor loadings, Eigenvalues, and item total correlations. Principal component analysis with varimax rotation is applied for extraction of factor loadings. The loadings are determined based on Eigen value. Item-total correlation of .30 and above can be considered for extraction (Murphy & Davidshofer, 1994). Eigenvalues greater than 1 were retained and subsequently, a final set of items with appropriate loadings yielding at least 60 percent of total item variance were selected. The constructs were subjected to exploratory factor analysis and reliability tests using SPSS. Following results were obtained upon analysis:

5.4.1 Career Anchor: It is the independent variable, the factor analysis on the variable yielded 8 factors with common communalities. These factors explained 86.79% of variance in the data. 36.32% of the cumulative variance is caused by Security factor represented by 4 items, followed by Technical factor (11.926%) with 3 items, Autonomy (9.195%) with 3 items, Pure challenge (8.167%) also with 3 items, General managerial capabilities (6.418%) consisting 3 items, entrepreneurial challenge (5.208%) 3 items, Life style (5.075%) with 3 items and finally Social service (4.481%) represented by 2 items.

These factor loadings provide sufficient discriminant validity for the construct. The Cronbach-alpha coefficient for the measuring instrument was found to be 0.908, suggesting that the construct is reliable. The table presents the details of the refinement of Career Anchors.

Table 5.14 Factor Analyses and Rotated Component Matrix of Career Anchors

Rotated Component Matrix[a]

	Component							
	1	2	3	4	5	6	7	8
SE3	.832							
SE1	.825							
SE4	.822							
SE2	.777							
TF1		.885						
TF3		.871						
TF2		.870						
AI3			.885					
AI1			.875					
AI2			.869					
PC2				.872				
PC1				.864				
PC3				.848				
GMC3					.904			
GMC2					.888			
GMC1					.790			
EC2						.911		
EC1						.888		
EC3						.881		
LS2							.850	
LS3							.827	
LS1							.807	
SS2								.920
SS1								.909

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

Fig 5.9 Scree Plot Diagram for Career Anchors

Scree Plot
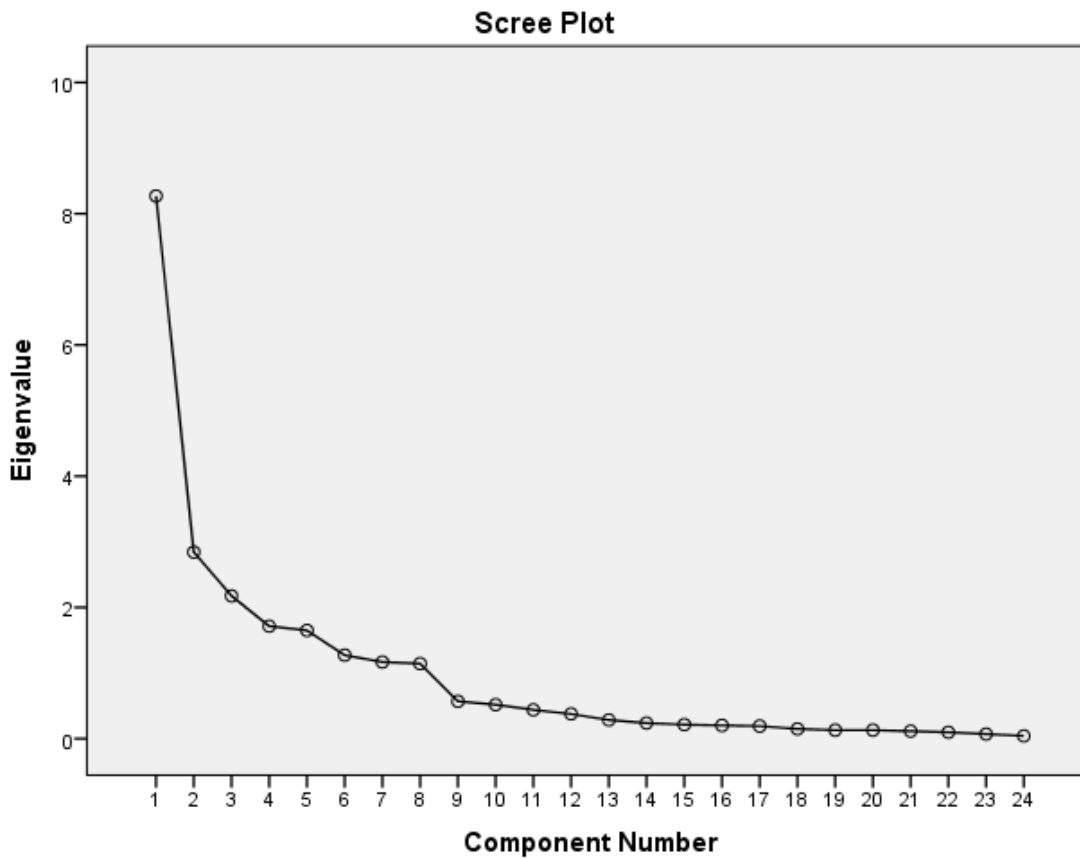
5.4.2 Core Self Evaluation: It is another independent variable the analysis of which yielded 4 factors which explained 78.69% of variance. The cumulative variance is derived from 4 factors, all of them were equally represented by 3 items. Locus of control amounts to 36.061% variance, efficacy factor explains 20.881% variance, followed by esteem 12.051% and neuroticism 9.692%. Cronbach alpha test for reliability of the measurement instrument was found to be .816 which was above the threshold of .7 thus suggesting it is reliable.

Table 5.15 Factor Analysis and Rotated Component Matrix for Core Self Evaluation

Rotated Component Matrix^a

	Component			
	1	2	3	4
LOC2	.936			
LOC1	.924			
LOC3	.890			
EFF1		.885		
EFF2		.849		
EFF3		.832		
EST1			.862	
EST3			.838	
EST2			.796	
NEU3				.853
NEU2				.817
NEU1				.773

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Fig 5.10 Scree Plot Diagram for Core Self Evaluation
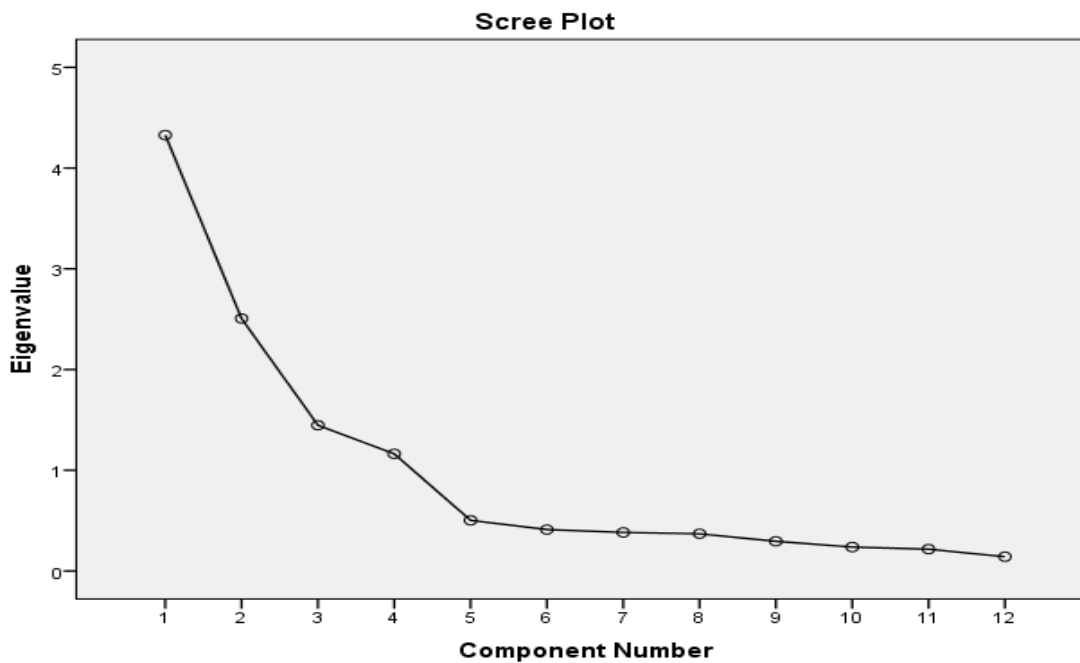
5.4.3 Organization Factors: Independent variable measured by 16 items and the factor analysis resulted in 3 factors (i) perceived organizational support consisting 8 items showing 46.535% variance, (ii) Perceived supervisor support with 6 items showing a variance of 22.786% and (iii) culture of learning containing 2 items amounting to 7.479%, overall variance explained by all the three factors together was 76.8% thus discriminant validity achieved. Reliability for the instrument was found to be .920 suggesting that the scale was high reliable.

Table 5.16 Factor Analysis and Rotated Component Matrix for Organization Factors

Rotated Component Matrix[a]

	Component 1	Component 2	Component 3
POS2	.875		
POS1	.860		
POS6	.859		
POS5	.858		
POS3	.816		
POS7	.805		
POS4	.793		
POS8	.783		
PSS6		.885	
PSS1		.875	
PSS2		.871	
PSS5		.867	
PSS4		.860	
PSS3		.843	
CL2			.889
CL1			.870

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.

Fig 5.11 Scree Plot Diagram for Organization Factors
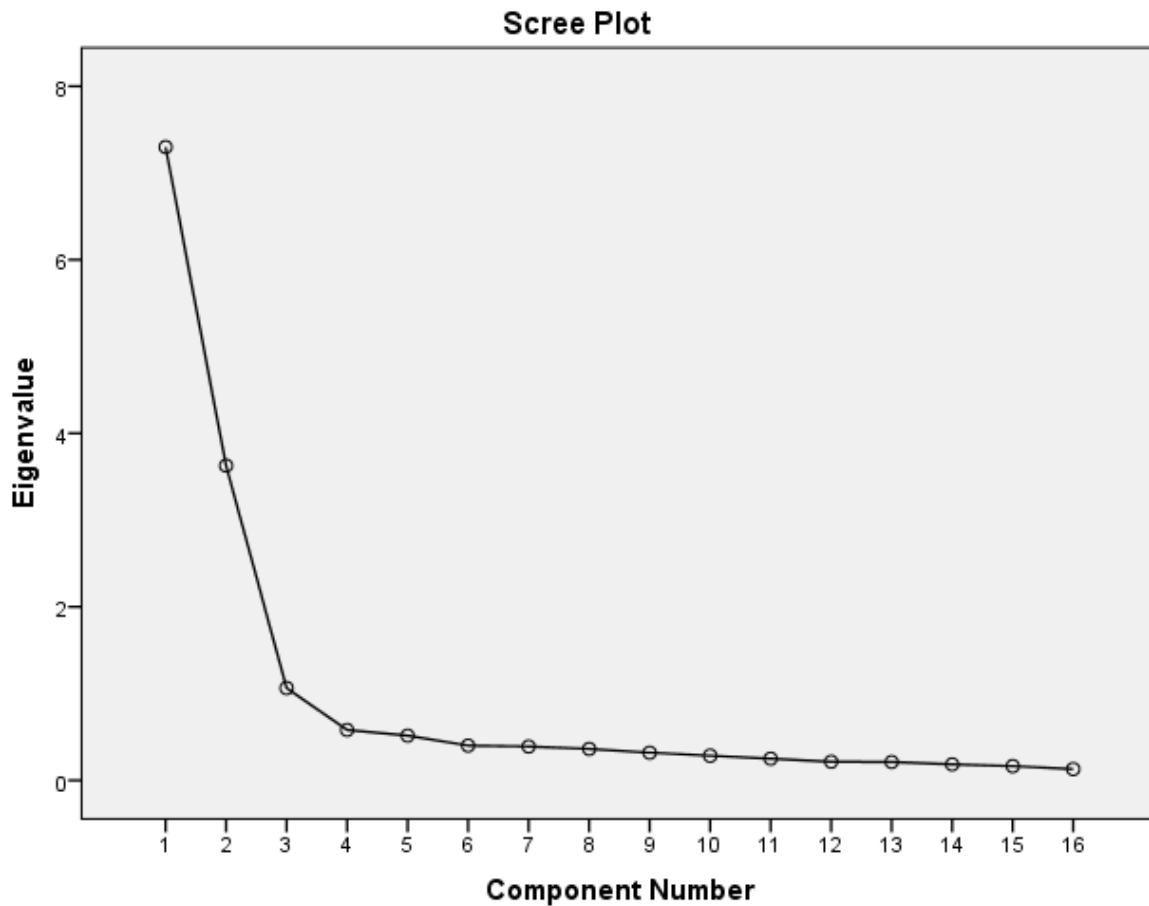
5.4.4 Career Transition Management: It is the Dependent variable measured by 19 items, the factor analysis yielded 3 factors containing 7 items representing confidence factor, 7 items of readiness factor and 5 items on decision independence. The three factors explain 80.918% variance in the data and therefore achieve discriminant validity. Confidence factor explains 58.703% variance by itself, followed by 12.093% readiness and 10.123% by decision independence. The instrument measured .927 Cronbach's alpha thus the measure is highly reliable.

Table 5.17 Factor Analysis and Rotated Component Matrix for Career Transition Management

Rotated Component Matrix[a]

	Component		
	1	2	3
C6	.892		
C7R	.837		
C3R	.828		
C2	.812		
C1	.805		
C4	.802		
C5	.798		
R5		.876	
R3R		.868	
R4R		.861	
R2		.842	
R1		.829	
R6		.817	
R7		.616	
D1			.886
D5			.853
D3			.831
D4			.811
D2R			.801

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Fig 5.12 Scree Plot Diagram for Career Transition Management

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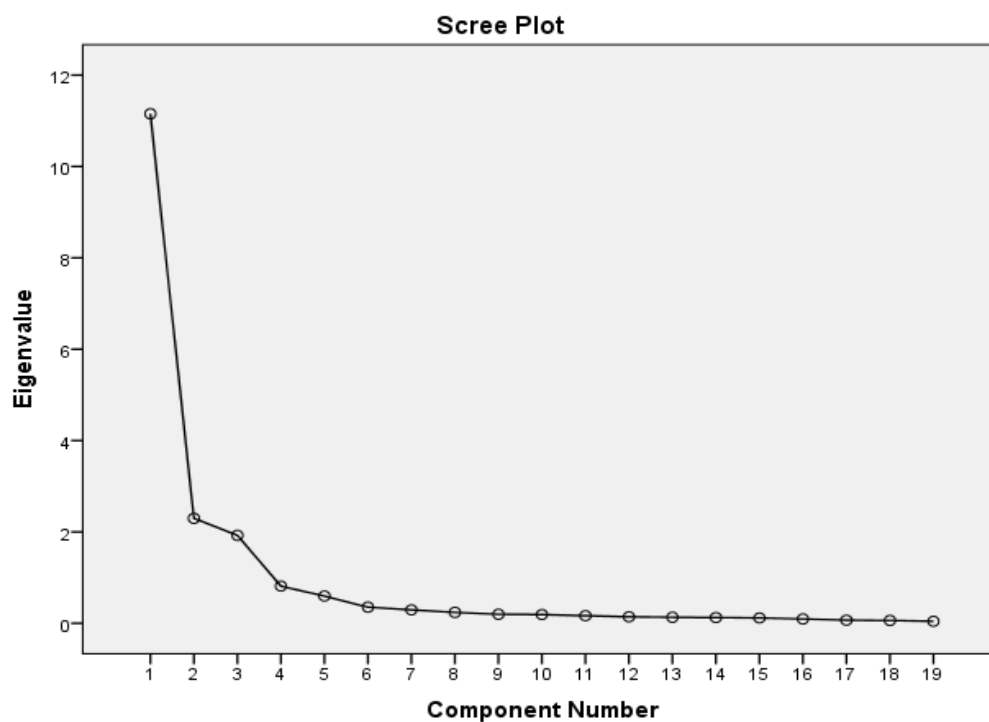
5.4.5 Career Success: It is a single factor measured dependent variable with 5 items explaining 79.295% variance in the data. The reliability results measure .935 suggesting that the scale is reliable.

Table 5.18 Factor Analysis and Rotated Component Matrix for Career Success

Component Matrix^a

	Component
	1
CS1	.849
CS2	.888
CS3	.908
CS4	.894
CS5	.911

1 components extracted.

Fig 5.13 Scree Plot Diagram for Career Success

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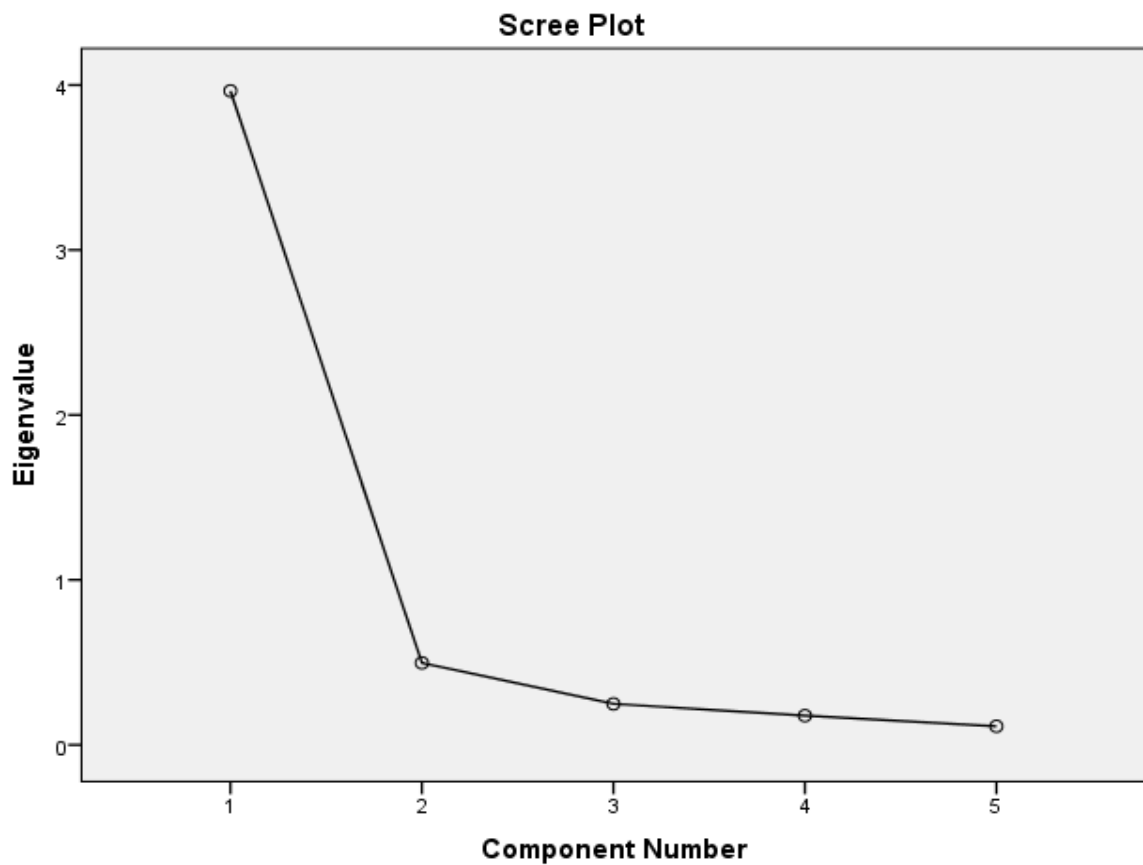
5.5 Sample Adequacy and Appropriateness: The appropriateness of sample adequacy is reported using Bartlett's test of Sphericity and Kaiser Meyer–Olkin measures. The threshold for KMO is 0.60 and Barlett test is tested using p-value less than .05. Once dimensionality and sample adequacy confirmed the reliability of the measures was assessed. The reliability is assessed using Cronbach's alpha. It measures the reliability of the constructs by checking the threshold at 0.7.

Table 5.19 Summary of Cronbach alpha test of internal consistency and exploratory factor analysis for the constructs

	Variable type	Total items	KMO	Barttlet test	No. of factors extracted	Variance explained	Item-total correlation	Factor loading	Cronbach alpha
Career Success	Dependent	5	0.847	Sig	1	79.295 %	Above 0.665	**Above 0.722**	**0.935**
Career Transition Management	Dependent	19	0.935	Sig	3	80.918%	Above 0.428	**Above0.79**	**0.927**
Career Anchors	Independent variable	24	0.792	Sig	8	86.79 %	Above 0.505	**Above 0.77**	**0.908**
Core Self Evaluation	Independent variable	12	.783	Sig	4	78.697%	Above 0.441	**Above 0.773**	**0.816**
Organization Factors	Independent Variable	16	.902	Sig	3	76.800	Above 0.511	**Above 0.783**	**.920**

5.6 Measurement Model: Fit indices and Validation

Confirmatory factor analysis is structural equation modeling technique that measures the relation between observed scale items and the latent constructs or underlying factors (called as Measurement model) first order CFA. The technique tests the hypothesized

relationships through path or structural model between the independent and dependent variables (Hair et al., 2010) second order CFA. First order CFA performs fit assessment and validates the constructs formulated on the basis of prior literature examined and the empirical research studies, for the framework independently. Validity checks the accuracy of the data collection method in asserting the measure (Saunders and Thornhill, 2003) and is carried using Content, Convergent and Discriminant validity, Composite reliability, nomological validity.

Face or Content Validity indicates the appearing validity of the measurement during the design of the questionnaire (Kaplan & Saccuzzo, 1997). Construct Validity is the extent to which variance of a measure corresponds with the other constructs and satisfies the theoretical soundness. Convergent and Discriminant Validities are the two facets of construct validity measured using (i) item loadings, (ii) Reliability or internal consistency (iii)Average variance extracted (AVE). The threshold for Item loadings should not be $<$ 0.5 but should be $\geq$ 0.7 considered as ideal. The construct or composite reliability is calculated as the squared sum of factor loadings for each construct and value $\geq$ 0.7 is considered ideal, value between 0.6 and 0.7 is acceptable (Nunnally & Bernstein, 1994). It is calculated as

$$CR = \frac{\left(\sum_{i=1}^{n}\lambda_i\right)^2}{\left(\sum_{i=1}^{n}\lambda_i\right)^2 + \left(\sum_{i=1}^{n}\delta_i\right)}$$

AVE is the mean variance extracted for the items loading on a construct, value $\geq$ 0.5 is considered acceptable (Fornell & Larcker, 1981). It is computed as follows

$$AVE = \frac{\sum_{i=1}^{n} L^2_i}{n}$$

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L_i "represents standardized factor loading"; n is the "number of items"

Discrimant Validity measures the distinctiveness of the constructs from one another indicating the significance of the constructs in capturing exclusive phenomenon. It is calculated as the square root of AVE greater than the inter-construct correlation values (Campbell & Fiske, 1959) or as $\chi 2$ difference test (King et al., 2012) as recommended by Bagozzi & Yi (1988). **Nomological Validity** is the significance of construct's relationship with other construct within the theoretical framework (Hair et al., 2015, p. 633).

Convergent validity estimates correlation coefficients. The cut-off recommended by Fornell and Larcker (1981) was 0.50, where all the factors have AVE higher than .5 indicating that the constructs are highly correlated. Discriminant validity is calculated as the square root of AVE which has to be larger than any pair of its correlations (Gefen & Straub, 2005). The **table 5.6** presents the Square root of AVE and **table 5.7** presents the results of the correlation among variousconstructs.

Table 5.20 Convergent and Discriminant Validity Results

Factors	AVE Values	Square root of AVE
Career Anchors		
LS	0.789	.888
SE	0.683	.826
TF	0.842	.917
AI	0.848	.920
PC	0.865	.930
GMC	0.937	.967
EC	0.785	.886
SS	0.618	.786
Core Self Evaluation		
EST	0.650	.806
LOC	0.772	.878
EFF	0.684	.820
NEU	0.597	.772

Organization Factors

POS	0.678	.823
PSS	0.744	.862
CL	0.804	.896

Career Transition Management

R	0.730	.854
CNF	0.793	.890
DEC	0.817	.903
CS	0.713	.844

5.21 Correlation among various constructs

Career Anchors:

	LS	SE	TF	AI	PC	GMC	EC	SS
LS	**0.888**							
SE	0.479	**0.826**						
TF	0.546	0.404	**0.918**					
AI	0.297	0.340	0.337	**0.921**				
PC	0.316	0.541	0.320	0.532	**0.930**			
GMC	0.343	0.427	0.529	0.430	0.388	**0.968**		
EC	0.220	0.275	0.236	0.457	0.414	0.219	**0.886**	
SS	-0.067	0.224	0.046	0.198	0.211	0.214	0.118	**0.786**

Core Self Evaluation:

	EST	LOC	EFF	NEU
EST	**0.806**			
LOC	0.097	**0.878**		
EFF	0.478	0.168	**0.827**	
NEU	0.586	0.070	0.459	**0.772**

Organization Factors:

	POS	PSS	CL
POS	**0.823**		
PSS	0.315	**0.863**	
CL	0.405	0.513	**0.897**

Career Transition Management and Career Success:

	R	CNF	DEC	CS
R	**0.854**			
CNF	0.598	**0.891**		
DEC	0.613	0.625	**0.904**	
CS				**0.844**

The table above indicated proper pattern loadings for all the items. Each factor has loaded higher than its respective principal construct. Thus all scales demonstrated sufficient convergent and discriminant validity.

The constructs are then measured to assess the model fit between observed indicators and corresponding latent constructs. The values obtained for each measurement model of the constructs are verified against the recommended values of fit-statistics. Model fit indices Comparative fit index (CFI), Goodness of fit (GFI), Tucker-Lewis index (TLI), Root Mean Residual (RMR), Root Mean Square Error Approximation (RMSEA) etc., are also checked for satisfaction of threshold criteria and assessing the model fitting. Acceptable fit indices recommended are relative chi-square to range from as high as 5.0 (Schumacher & Lomax, 2004) to as low as 2.0 (Tabachnick and Fidell, 2007), RMSEA below 0.08, GFI values greater than 0.90 and CFI values above 0.90 (Hair et al., 2015). Loadings for the constructs are presented in the table below, the indices were satisfactory thus indicating good model fit.

Table 5.22 Goodness of fit statistics for the constructs measurement models

Goodness–of-fit criteria	Recommended Fit Measures	Fit Statistics of Measurement Model			
		Career Anchors	Core-self Evaluation	Organization factor	Career Transition Management
CMIN/DF	Less than 5 to less than 2	3.5	3.897	3.321	3.890
GFI	≥ .90	0.924	0.944	0.928	.932
CFI	≥ .90	0.957	0.958	0.962	.974
RMSEA	≤ .08	0.071	0.076	0.068	0.076
TLI	≥ .90	.940	.942	.955	.966
RMR	Preferably nearer to Zero	.059	.062	.037	.051
AGFI	Preferably nearer to 1 or ≥ .90	.883	.909	.903	.898
NFI	≥ .90	.941	.945	.947	.965

$\chi2$ – "Chi square"; df = degrees of freedom; GFI – Goodness of fit; CFI – Comparative fit index; RMSEA – Root mean square error of approximation; TLI- Tucker- Lewis index; RMR – Root mean square residual; AGFI – Adjusted goodness of fit index; NFI – Normed fit index

5.7 Validating the Higher Order Constructs for Model Fit

5.7.1 Career Anchors

The model fit figure for Career Anchor construct depicts the relationship between the first order variables explaining career anchor. The structural model indicate that almost all the variables of Career Anchor Technical Functionality, Entrepreneurial creativity, Pure Challenge, General Managerial Capability, lifestyle anchor, Autonomy significantly defined it, except for social service anchor which has shown medium significance and one item of security showed weak significance whereas other two showed good significance in explaining Career Anchor.

5.14 First order Measurement model for Career Anchors
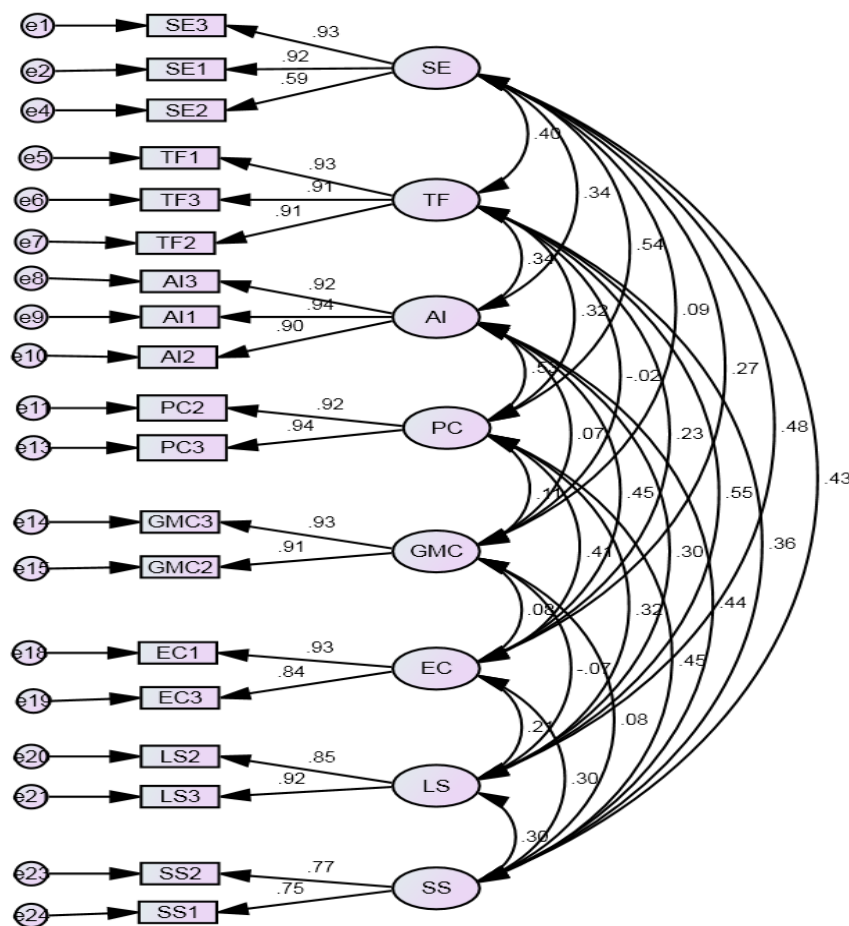
5.7.2 Core Self Evaluation

This construct is represented by four factors Locus of control, Self-efficacy, Self-esteem and Neuroticism all of them have been significantly related to core-self evaluation. Thus confirming the model fit.

5.15 First order Measurement model for Core self Evaluation
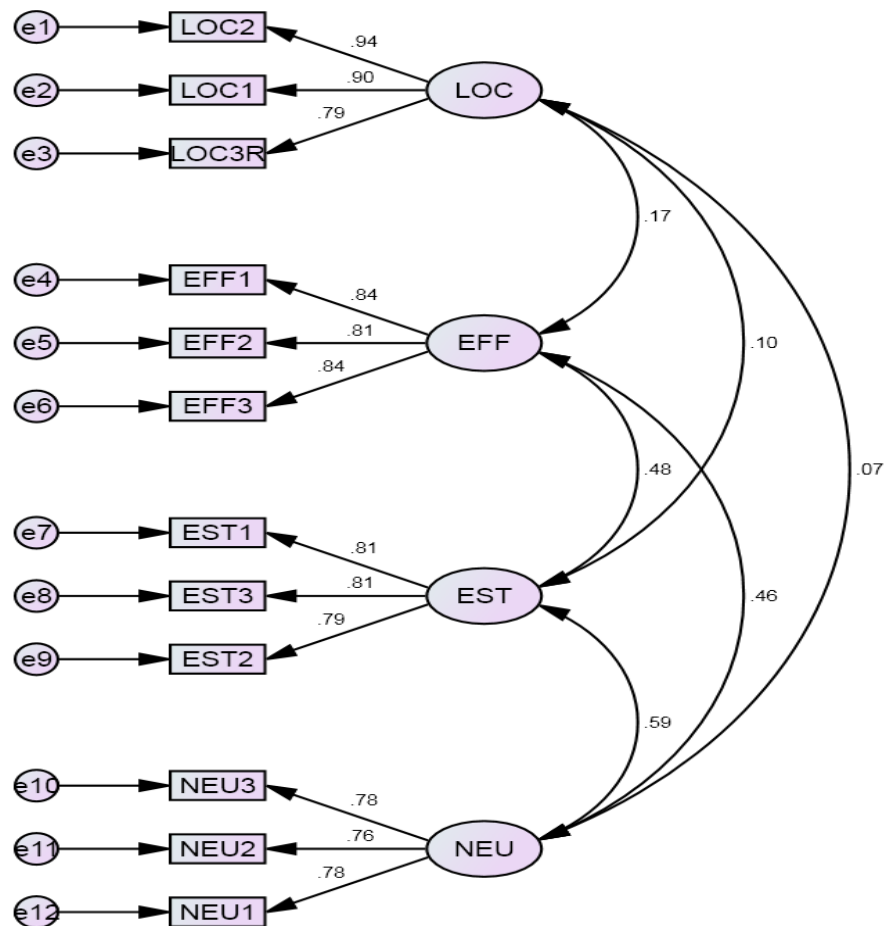
5.7.3 Organization Factors

The measurement model for Organization factors has three factors perceived organizational support (POS), perceived supervisor support (PSS) and culture of learning (CL). The model fitting illustrates that the factors POS and PSS were significantly related to OF whereas CL is found to have weak significance but overall the model is fitted.

Fig 5.16 First Order Measurement model for Organizational Factors
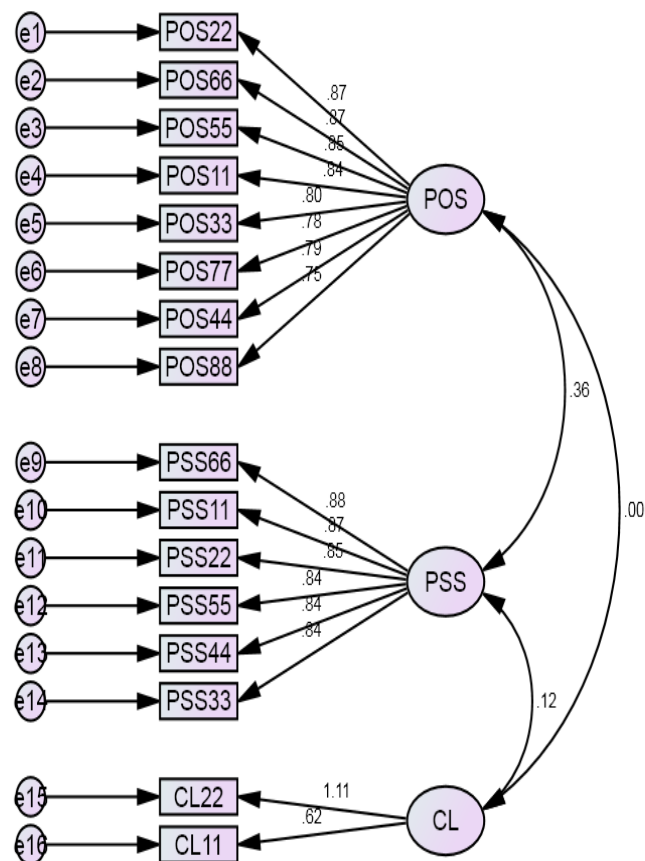
5.7.4 Career Transition Management

Career Transition Management is the dependent variable represented by three factors Readiness (R), Confidence (C), Decision Independence (DI). All the three factors are found to be significantly related thus supporting the theoretical evidence.

Fig 5.17 First order Measurement model for Career Transition Management
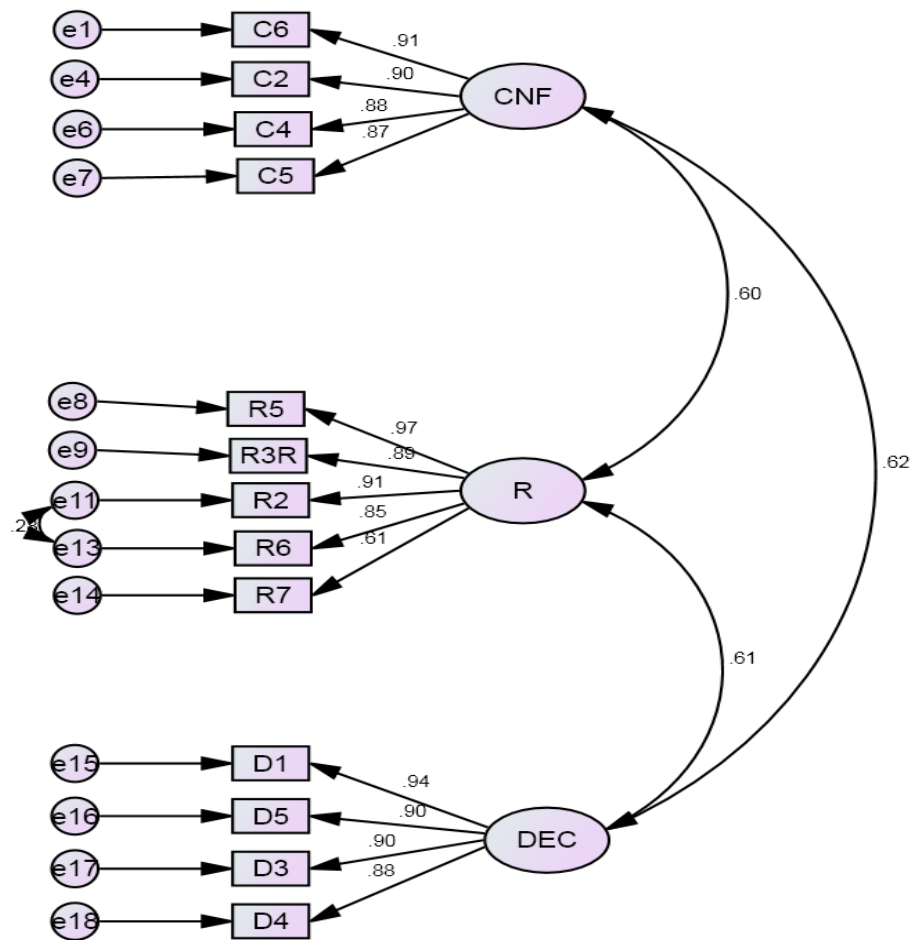
Section 3

5.8 Hypothesis testing

In order to empirically investigate the hypothesized relationships Structural equation modeling is used and multiple regression analysis is performed. AMOS 20 which was employed to conduct confirmatory factor analysis is used for creating the structural models and hypotheses testing. Regression measures the relationship and strength between the variables that is represented by R and Adjusted R^2 values. Multiple regression analysis is deployed to significance between multiple independent variables on dependent variable (Y) and predict the outcome on Y.

$$X_1 = \text{Career Anchors}$$

$$X_2 = \text{Core Self Evaluation}$$

$$X_3 = \text{Organization Factors}$$

The general form of each type of regression is $\mathbf{Y = a + bX + \mu}$

Where, **Y** is the variable that we are trying to predict, **X** is the variable that we are using to predict Y, **a** is the intercept, **b** is the slope, and **μ** is the regression residual.

After confirming the measurement models independently in the first order, the hypothesis are tested using regression analysis for their significance and then multiple regression analysis is conducted on the overall model for measuring their simultaneous impact on the career transition management and then on career success. The figure below depicts the overall multiple regression model which will be used to report the significant values for analysis and independent regression figures will be presented during the explanation of the antecedent behaviours independently.

The highest significance for impact of antecedents on predictor CTM is by Career Anchors (CA) followed by Organization Factors (OF) and finally Core-self evaluation (CSE). Each of the independent variable is positively and significantly related to the dependent variable career transition management and leads to career success, the multiple regression model with two dependent variables produced R^2 = .987 for CTM and .227 for Career Success, F(218, 610.673) p=.000.

Fig 5.18 Second order Measurement model Hypothesis testing
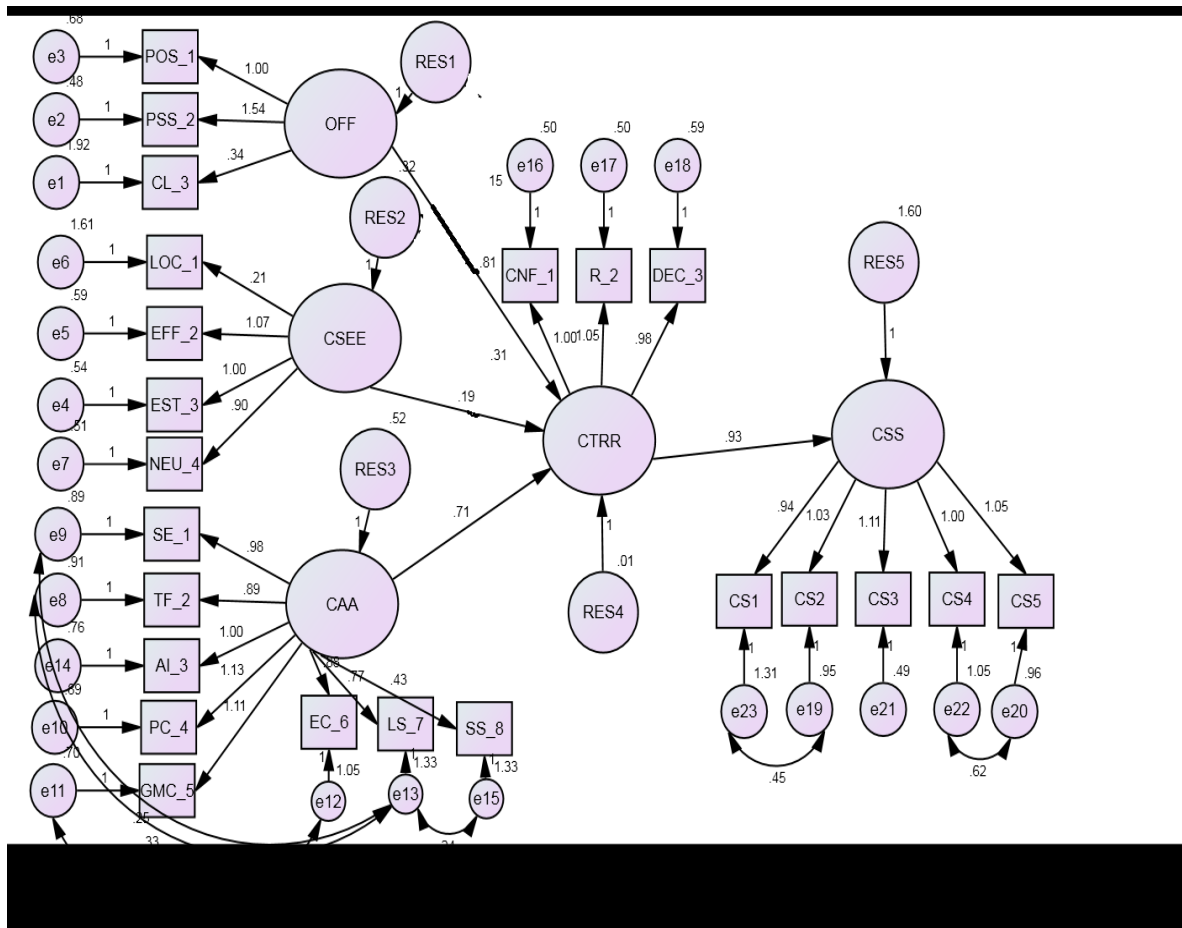
5.8.1 Hypothesis 1: Career Anchors have a significant impact on the Career Transition Management

Career anchors guide individuals' career decisions. They are a set of eight anchors comprising *technical and functional competence, managerial service/dedication to a cause, pure challenge (or variety), lifestyle and entrepreneurial creativity* which have shown a model fit with the predictor. In order to determine the strength of relationship between Career Anchor and career transition Management regression is performed using SEM.

The findings illustrate that the regression is highly significant showing a significance R value of .93 at 0.001 level of significance and 99% confidence levels, N=499. The R^2 value is 0.859. Thus the hypothesis is accepted.

Table 5.23 Regression Coefficient Table for Impact of CA on CTM

Path	Estimates	Standardized Regression weight	Squared Multiple Correlations	p-value	Standard Error
CTM ⟶ CA	.708	.692	.987	.001	.404

From table 5.4.1, "R^2" is found to be excellent at 0.987, i.e., it is estimated that the predictor CA explains 98 percent of variance at 0.001 level of significance. The p value is well below the threshold of 0.05 at .001, implying that the model is statistically significant. Therefore, it can be concluded that CA has a significant impact on managing the Transitions. Thus, it has a strong influencing effect on its own in managing the transitions.

Fig 5.19 Path Diagram of Regression Analysis for CA on CTM
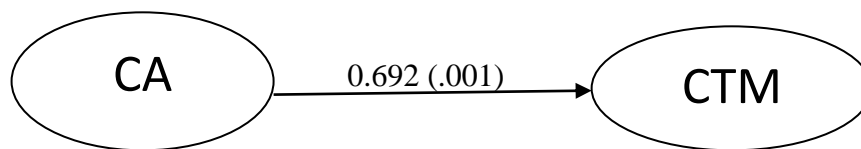
Table 5.24 Table of Regression Significance of CA on CTM

	Estimate	S.E.	C.R.	P	Label
CA ⟶ CTM	.708	.404	1.753	.001	par_1

To calculate the effect of CA on CTM, the model can be framed from the coefficient table as follows:

CTM = 1.753 + 0.692 × CA

This implies that higher the CA, higher will be the influence on transition management capacity of the individuals.

**Fig 5.20 Regression model for significance of Relationship between CA on CTM**
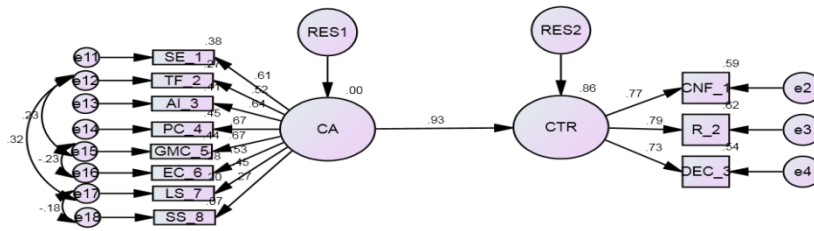
5.8.2 Hypothesis 2: Core self-evaluation factors are significantly related to career Transition Management.

The findings illustrate that there is significant relationship between Core self-evaluations (CSE) and Career Transition management (CTM). The R value is found to be 0.146 at 0.01 level of significance (99% confidence levels), N=499. R^2 value is 0.987. Thus the hypothesis is accepted.

Table 5.25 Regression Coefficient Table for Impact of CSE on CTM

Path	Estimates	Standardized Regression weight	Squared Multiple Correlations	p-value	Standard Error
CSE ⟶ CTM	.190	.146	.987	.005	.662

Fig 5.21 Path diagram of Regression Analysis for CSE on CTM

.146 (.005)

CSE → CTM
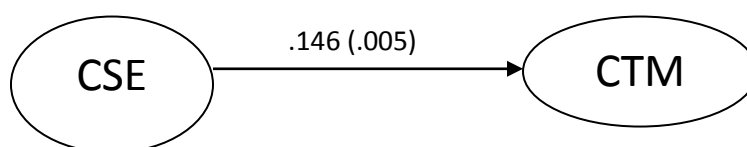
From table 5.4.1, the R^2 is excellent at 0.987, explaining 98 percent of variance in CTM at 0.01 level of significance and p-value was .005 which is below the definite p - value of 0.05, implying that the model is statistically significant. Therefore, it can be concluded that CSE has a significant impact on managing the Transitions.

Table 5.26 Table of Regression Significance of CSE on CTM

	Estimate	S.E.	C.R.	P	Label
CSE ⟶ CTM	.190	.662	.287	.005	par_1

To calculate the effect of CSE on CTM, the model can be framed from the coefficient table as follows:

CTM = .190 + 0.287 × CSE

This implies that higher the CSE, higher will be the influence on transition management capacity of the individuals.

5.22 Regression model for significance of Relationship between CSE on CTM

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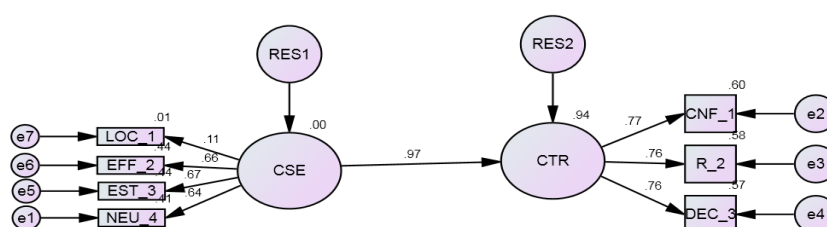
5.8.3 Hypothesis 3: Organizational factors have significant impact on career transition management of the individuals.

In order to determine the role of organizational factors in managing career transitions when regression technique applied the relationship was found significant with *r* value of .499 at 0.001 level of significance and 99% confidence levels, N=499. The R^2 value is 0.987. Thus the hypothesis is accepted.

Table 5.27 Regression Coefficient table of Impact of OF on CTM

Path	Estimates	Standardized Regression weight	Squared Multiple Correlations	p-value	Standard Error
OF ⟶ CTM	.810	.499	.987	.038	.530

Fig 5.23 Path Diagram of Regression for O F on CTM
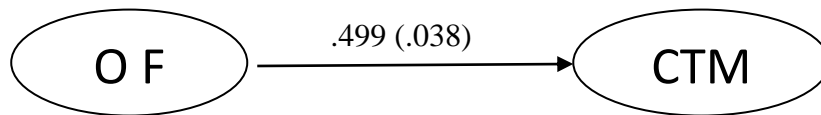
The table 5.4.3 reveals "R ^{2}" at 0.987 upon multiple regression with a p-value of .038 significant since it is below the threshold p - value of 0.05 at the 0.001 level of significance, implying that the model is statistically significant. Therefore, it can be concluded that OF has a significant impact on managing the Transitions.

Table 5.28 Table of Regression Significance of OF on CTM

	Estimate	S.E.	C.R.	P	Label
OF ⟶ CTM	.810	.530	1.528	.038	par_1

To calculate the effect of OF on CTM, the model can be framed from the coefficient table as follows:

CTM = .810 + 1.528 × O F

This implies that higher the OF, higher will be the influence on transition management capacity of the individuals.

5.24 Regression model for significance of Relationship between OF on CTM
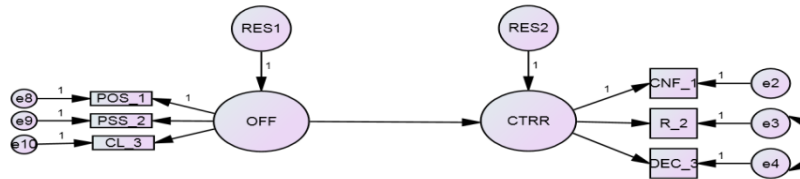
5.8.4 Hypothesis: **Career Transition Management is significantly related to Career Success.**

The analysis suggests that Career transition management impacts career success since Standardised Regression value *r* was .476 at 0.001 level of significance and 99% confidence levels, N=499. The R^2 value was at 0.227 and p-value highly acceptable at .05 level since it is well below it. Thus the hypothesis is accepted.

Table 5.29 Regression Coefficient table of Impact of CTM on CS

Path	Estimates	Standardized Regression weight	Squared Multiple Correlations	p-value	Standard Error
CTM ⟶ CS	.929	.476	.227	***	.102

The table 5.4.3, reveals that squared multiple correlation R^2 is found to be at 0.227 concluding that CTM significantly influences Career Success of individuals. To calculate the effect of CTM on CS, the model can be framed from the coefficient table as follows:

CS = .929 + 9.125 × CTM

Table 5.30 Table of Regression Significance of CTM on CS

	Estimate	S.E.	C.R.	P	Label
CTM ⟶ CS	.929	.102	9.125	***	par_1

Fig 5.25 Path Diagram of Regression for CTM on CS
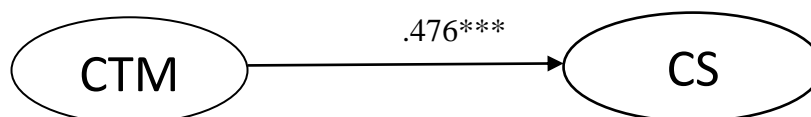
Fig 5.26 Regression model for significance of Relationship CTM on CS
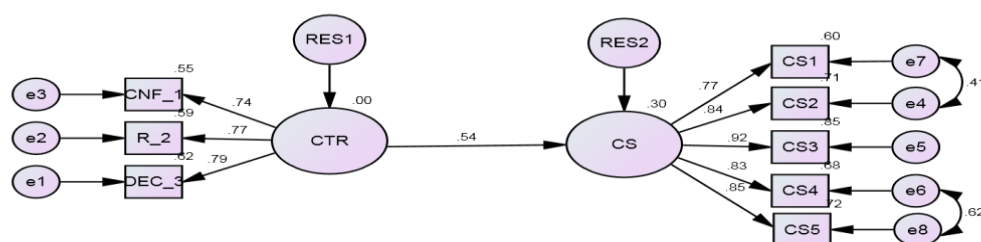
5.8.5 Hypothesis 5: Demographic factors Age (5a), Gender (5b), Marital status(5c), Income(5d), Education (5e), Experience(5f), Total Work Experience (5g) and No. of job changes (5h) are each positively related to career success through career transition management.

ANOVA test is conducted to determine the association of the demographic variables with career success. If ANOVA value is found to affect career success, then post-hoc test is conducted which compares the sets of two means at a time to determine the groups where the significant difference specifically exists.

1.8.5   (a) Gender:

5.31 Frequency Distribution table for Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	433	86.8	86.8	86.8
	Female	66	13.2	13.2	100.0
	Total	499	100.0	100.0	

Table 5.32 ANOVA Statistic for Effect of Gender on CS

ANOVA

CS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.139	1	10.139	3.891	.049
Within Groups	1294.992	497	2.606		
Total	1305.131	498			

The "Between Groups" row represents "explained variance" which is the variance due to the difference among the groups in the independent variable. The analysis of variance and the ANOVA value yields a ratio of explained variance versus error. The magnitude of ANOVA value is below .05 cut off, therefore it can be concluded that the groups are significantly different from one another. It is represented as

ANOVA [F(1, 499) = 3.89, p = .049]

5.8.5 (b) Age:

Table 5.33 Frequency Distribution table for Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	120	24.0	24.0	24.0
	30-39	349	69.9	69.9	94.0
	40-49	29	5.8	5.8	99.8
	50-59	1	.2	.2	100.0
	Total	499	100.0	100.0	

Table 5.34 ANOVA Statistic for Effect of Age on CS

ANOVA

CS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	55.792	3	18.597	7.368	.000
Within Groups	1249.339	495	2.524		
Total	1305.131	498			

The significant value for age is .000. This value is less than 0.05, thus it can be concluded that there is a significant difference in mean of age groups of individuals.

ANOVA [F (3, 499) = 7.368, p = .000]

The differences in the groups can be identified using Tukey's Post Hoc test

Table 5.35 Table of Post Hoc Test for variation of Age on CS

Multiple Comparisons

Dependent Variable: CS

LSD

(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
20-29	30-39	-.660*	.168	.000	-.99	-.33
	40-49	-1.263*	.324	.000	-1.90	-.63
30-39	20-29	.660*	.168	.000	.33	.99
	40-49	-.603*	.302	.046	-1.20	-.01
40-49	20-29	1.263*	.324	.000	.63	1.90
	30-39	.603*	.302	.046	.01	1.20

*. The mean difference is significant at the 0.05 level.

The table suggests that the age affects the career success in the individuals. As the age increases Career Transition Management is actively sought as strategy for career success but between different groups of age. However towards mid ages of 40's and 50's the results become insignificant. Hence it can be concluded that as age increases, career success does not primarily depend on career transition management but during career establishment stages it is actively sought as strategy.

5.8.5 (c) Marital Status:

Table 5.36 Frequency Distribution table for Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	289	57.9	57.9	57.9
Unmarried	190	38.1	38.1	96.0
Single	20	4.0	4.0	100.0
Total	499	100.0	100.0	

There are three groups for marital status, Married, Unmarried and Single employees. The highest representation is found by married individuals followed by unmarried and least by single employees.

Table 5.37 ANOVA Statistic for Effect of Marital Status on CS

CS

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	13.071	2	6.536	2.509	.082
Within Groups	1292.060	496	2.605		
Total	1305.131	498			

The analysis reveals that marital status has no effect on the career success as the p value is insignificant and it is represented as ANOVA [F (2, 499) = 13.071, p = .082]. That is the three groups showed indifferent response of their marital status on the career success. The result suggests that employees look at Career Transition Management as an opportunity to career success when conditions are feasible irrespective of whether employee is married single or unmarried.

5.8.5 (d) Income:

Table 5.38 Frequency Distribution table for Income

	Frequency	Percent	Valid Percent	Cumulative Percent
30-40K pm	103	20.6	20.6	20.6
40- 50K pm	313	62.7	62.7	83.4
50- 60 Kpm	76	15.2	15.2	98.6
60- 70K pm	6	1.2	1.2	99.8
70 & above	1	.2	.2	100.0
Total	499	100.0	100.0	

Maximum respondents earned in the range of forty to fifty thousand per month followed by next majority between thirty and forty and a reasonable number earning fifty to sixty thousand per month. The results correlate with age and career stage of employees where maximum were in establishment stages if career falling between 30 to 40 years of age.

Table 5.39 ANOVA Statistic for Effect of Income on CTM

ANOVA

CS

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	23.302	4	5.825	2.245	.063
Within Groups	1281.829	494	2.595		
Total	1305.131	498			

The analysis reveals that magnitude of F score is just above significant cut off of .05, therefore it can be concluded that the groups are insignificant from one another that is differences in the income levels do not affect career success. It can be represented as

ANOVA [$F(4, 499) = 2.245$, $p = .063$

5.8.5 (e) Education:

Table 5.40 Frequency Distribution table for Education

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors	78	15.6	15.6	15.6
	Masters	382	76.6	76.6	92.2
	Ph D	39	7.8	7.8	100.0
	Total	499	100.0	100.0	

The general education level of the employees from the respondents was found as Masters degree followed by Bachelors and a chunk of respondents completing Doctoral degree. ANOVA was performed to assess the association of education level and career success with career transition management as strategy.

Table 5.41 ANOVA Statistic for Effect of Education on CS

CS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	32.193	2	16.097	6.272	.002
Within Groups	1272.938	496	2.566		
Total	1305.131	498			

The results reveal that the mean of the groups is significant and affect the career success as p value is well below 0.05 cut off at .002. In order to find the differences in the groups that have major impact on career success Tukey's post hoc performed

ANOVA [F(2, 499) = 6.272, p = .002]

Table 5.42 Table of Post Hoc Test for variation of Education on CS

Multiple Comparisons

Dependent Variable: CS

LSD

(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Bachelor	Masters	.702*	.199	.000	.31	1.09
	PhD	.503	.314	.110	-.11	1.12
Masters	Bachelor	-.702*	.199	.000	-1.09	-.31
	PhD	-.200	.269	.458	-.73	.33
PhD	Bachelor	-.503	.314	.110	-1.12	.11
	Masters	.200	.269	.458	-.33	.73

*. The mean difference is significant at the 0.05 level.

Post hoc results reveal that as individuals' education level improved from Bachelors to Masters their career success chances improved thus the group means of Bachelors and Masters show significant differences.

5.8.5 (f) Work Experience in Current Organization

Table 5.43 Frequency Distribution table for Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1 yrs	86	17.2	17.2	17.2
	1-2 yrs	302	60.5	60.5	77.8
	2-3 yrs	95	19.0	19.0	96.8
	3-4 yrs	9	1.8	1.8	98.6
	4-5 yrs	6	1.2	1.2	99.8
	5-6 yrs	1	.2	.2	100.0
	Total	499	100.0	100.0	

Table 5.44 ANOVA Statistic for Effect of Work Experience in Current Organization on CS

ANOVA

CS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27.711	5	5.542	2.139	.060
Within Groups	1277.420	493	2.591		
Total	1305.131	498			

The analysis reveals that magnitude of F score is above .05 cut off threshold at .06 thus the experience of an employee in the current organization do not affect the career success for the individual.

ANOVA [F (5, 499) = 2.139, p = .06)

5.8.5 (g) Total Work Experience:

Table 5.45 Frequency Distribution table for Total Work Experience

Total Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-4 yrs	195	39.1	39.1	39.1
	4-6 yrs	254	50.9	50.9	90.0
	6-8 yrs	42	8.4	8.4	98.4
	8-10 yrs	4	.8	.8	99.2
	10 & above	4	.8	.8	100.0
	Total	499	100.0	100.0	

The descriptive statistics on total work experience suggest that majority of employees belonged to a total work experience of 4-6 yrs followed by 2-4 yrs and then 6-8 yrs. To test the effect of experience on career success ANOVA was performed

Table 5.46 ANOVA Statistic for Effect of Total Work Experience on CS

ANOVA

CS

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	51.826	4	12.956	5.107	.000
Within Groups	1253.305	494	2.537		
Total	1305.131	498			

The ANOVA results suggest that there was association of total work experience and career success. ANOVA [F(4, 499) = 12.956, p = .000]. To identify the groups where the differences occur post hoc test performed check the mean differences between the groups.

Table 5.47 Table of Post Hoc Test for variation of Total Work Experience on CS

Multiple Comparisons

Dependent Variable: CS

LSD

(I) Total Experience	(J) Total Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
2-4 yrs	4-6 yrs	.256	.152	.092	-.04	.55
	6-8 yrs	1.166*	.271	.000	.63	1.70
	8-10 yrs	-.622	.805	.440	-2.20	.96
	10 & above	-.422	.805	.600	-2.00	1.16
4-6 yrs	2-4 yrs	-.256	.152	.092	-.55	.04
	6-8 yrs	.910*	.265	.001	.39	1.43
	8-10 yrs	-.878	.803	.274	-2.46	.70
	10 & above	-.678	.803	.398	-2.26	.90
6-8 yrs	2-4 yrs	-1.166*	.271	.000	-1.70	-.63
	4-6 yrs	-.910*	.265	.001	-1.43	-.39
	8-10 yrs	-1.788*	.833	.032	-3.43	-.15
	10 & above	-1.588	.833	.057	-3.23	.05
8-10 yrs	2-4 yrs	.622	.805	.440	-.96	2.20
	4-6 yrs	.878	.803	.274	-.70	2.46
	6-8 yrs	1.788*	.833	.032	.15	3.43
	10 & above	.200	1.126	.859	-2.01	2.41
10 & above	2-4 yrs	.422	.805	.600	-1.16	2.00
	4-6 yrs	.678	.803	.398	-.90	2.26
	6-8 yrs	1.588	.833	.057	-.05	3.23
	8-10 yrs	-.200	1.126	.859	-2.41	2.01

*. The mean difference is significant at the 0.05 level.

Post Hoc test results reveal that as the total experience of the individual increases the career success chances increase. Especially as the experience increases from 2 to 4 years and 4 to 6 years success chances increase. So also between 4-6 and 6-8 years and between 6-8 and 8-10 years as experience improves transition management help achieve career success.

5.8.5 (h) Number of Job Changes:

Table 5.48 Frequency Distribution table for No. of Job changes

No of jobs Changed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-1	94	18.8	18.8	18.8
	1-2	204	40.9	40.9	59.7
	2-3	139	27.9	27.9	87.6
	3-4	61	12.2	12.2	99.8
	5 & above	1	.2	.2	100.0
	Total	499	100.0	100.0	

The data suggests that there were changes of job in the career of the respondents. A majority of them underwent minimum 2 transitions then 3 transitions. Least number of changes was only one but there are also a sizeable number of respondents who underwent 4 transitions. Therefore ANOVA was performed to check if the number of transition influences career success.

Table 5.49 ANOVA Statistic for Effect of No. of Job changes on CS

ANOVA

CS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	144.832	4	36.208	15.416	.000
Within Groups	1160.300	494	2.349		
Total	1305.131	498			

The results suggest that there is a significant association of the transitions to career success. Thus in order to find the differences in the group means that had major effect on career success post hoc tests were conducted. The association is represented as

ANOVA [F(4, 499) = 15.416, p = .000]

Table 5.50 Table of Post Hoc Test for variation of No. of Job changes on CS
Multiple Comparisons

Dependent Variable: CS LSD

(I) No of jobs Changed	(J) No of jobs Changed	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
0-1	1-2	.176	.191	.358	-.20	.55
	2-3	1.083*	.205	.000	.68	1.49
	3-4	1.400*	.251	.000	.91	1.89
1-2	0-1	-.176	.191	.358	-.55	.20
	2-3	.907*	.169	.000	.58	1.24
	3-4	1.225*	.222	.000	.79	1.66
2-3	0-1	-1.083*	.205	.000	-1.49	-.68
	1-2	-.907*	.169	.000	-1.24	-.58
	3-4	.317	.234	.176	-.14	.78
3-4	0-1	-1.400*	.251	.000	-1.89	-.91
	1-2	-1.225*	.222	.000	-1.66	-.79
	2-3	-.317	.234	.176	-.78	.14

*. The mean difference is significant at the 0.05 level.

The post hoc tests illustrate that there are significant differences in the groups belonging to 0 to 1 and 2 to 3 then 3 to 4, the results suggest that as the number of transitions increase the chances of career success were more and thus individuals preferred transition management as strategy to increase the career success levels.

Figure 5.27 Graphical Representation of Effect of Demographic variables on CS (Combined Sample)
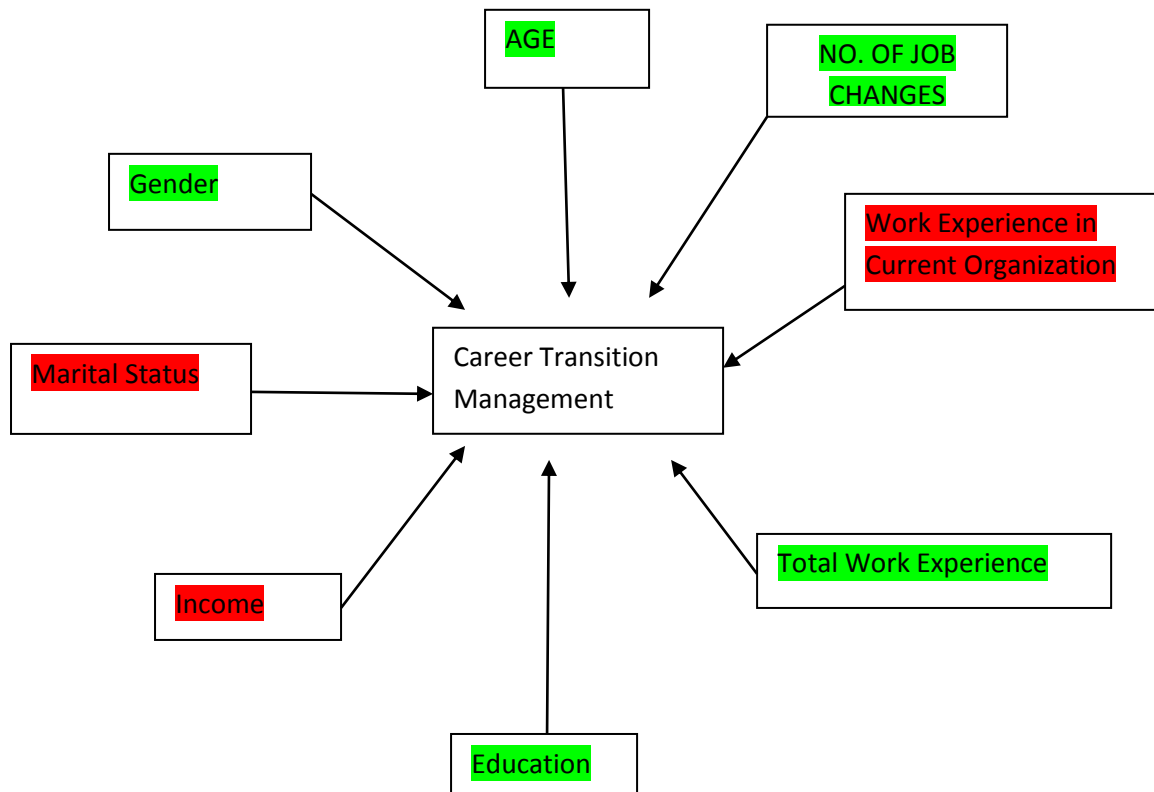
	Significant effect on career success

	Insignificant effect on career success

5.8.6 Hypothesis 6: The career transition management is significant across sectors in the Indian Context.

As reported India is the fastest growing major economy with a growth potential of 8% (Goldman Sachs Report). The survey reports further indicated that initiativesfrom Government also is boosting the investments into India. Certain sectors have also been identified as the ones standing out in job creation notably in Banking, Finance, Real estate,

Consumer, Education, financial services and technology, e-commerce, Pharmaceutical etc. Five among the sectors identified have been chosen to undertake cross sector wise study for purpose of research.The analysis is done by describing the descriptive statistics about the population across sectors and ANOVA applied to check the incidence of career transition management across Banking, IT, Infrastructure, Pharmaceutical and Education sectors.

Industry wise distribution of the sample is depicted in the following tables. The sample size across the sectors is almost uniformly divided. Further description about the groups in the demographic variables suggest that majority of respondents are male in almost all the sectors. The majority of the respondents belonged to the age group of 30-39 years in each of the sectors and was in the income group of 40-50 thousand per month. Regarding the level of Education in almost all the sectors the sample respondents had a minimum of Bachelors' degree and majority of them have completed their Masters. Most of them were married and in the experience range of 1-2 years in the current organization. Overall experience of the respondents suggests that it is spread equally between2-4 and 4-6 years across the sectors especially Education, Pharmaceutical and IT have respondents with 4-6 years of total experience. Finally it is found majority of the respondents in all the sectors have underwent around two transitions or at least one transition minimum.

Table 5.51 Industry wise demographic details of the sample: Gender, Age, Marital Status, Education, Income, Experience, Total Experience and No. of Job changes.

Industry		Gender		Total
		Male	Female	
Banking		75	23	98
IT		81	20	101
Pharmaceutical		93	7	100
Infrastructure		83	11	94
Education		100	5	105
11		1	0	1
Total		433	66	499

		Age				Total
		20-29	30-39	40-49	50-59	
	Banking	16	72	10	0	98
	IT	30	67	4	0	101
Industry	Pharmaceutical	10	84	5	1	100
	Infrastructure	33	57	4	0	94
	Education	31	68	6	0	105
	11	0	1	0	0	1
Total		120	349	29	1	499

		Income					Total
		30-40K	40-50K	50-60K	60-70K	70 & above	
	Banking	21	58	19	1	0	99
	IT	18	64	17	2	0	101
Industry	Pharmaceutical	36	54	10	0	0	100
	Infrastructure	15	57	19	3	0	94
	Education	13	80	11	0	1	105
Total		103	313	76	6	1	499

		Education			Total
		Bachelors	Masters	Ph D	
	Banking	16	73	10	99
	IT	20	71	10	101
Industry	Pharmaceutical	7	87	6	100
	Infrastructure	22	67	5	94
	Education	13	84	8	105
Total		78	382	39	499

		Marital status			Total
		Married	Unmarried	Single	
	Banking	69	24	6	99
	IT	59	37	5	101
Industry	Pharmaceutical	68	29	3	100
	Infrastructure	56	36	2	94
	Education	37	64	4	105
Total		289	190	20	499

		Experience						Total
		0-1	1-2	2-3	3-4	4-5	5-6	
Industry	Banking	10	64	22	2	1	0	99
	IT	18	59	20	1	3	0	101
	Pharmaceutical	21	65	11	0	2	1	100
	Infrastructure	15	53	23	3	0	0	94
	Education	22	61	19	3	0	0	105
Total		86	302	95	9	6	1	499

		Total Experience					Total
		2-4	4-6	6-8	8-10	10 & above	
Industry	Banking	52	38	9	0	0	99
	IT	43	49	5	3	1	101
	Pharmaceutical	42	55	0	0	3	100
	Infrastructure	36	45	13	0	0	94
	Education	22	67	15	1	0	105
Total		195	254	42	4	4	499

		No of jobs Changed					Total
		0-1	1-2	2-3	3-4	4-5	
Industry	Banking	22	48	22	7	0	99
	IT	21	27	35	17	1	101
	Pharmaceutical	26	55	17	2	0	100
	Infrastructure	21	26	31	16	0	94
	Education	4	48	34	19	0	105
Total		94	204	139	61	1	499

In the next section ANOVA is performed to check the sectors between which transition is actively seen.

Table 5.52 ANOVA between the sectors to check the Transition incidence

ANOVA

CS

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	103.981	4	25.995	10.691	.000
Within Groups	1201.150	494	2.431		
Total	1305.131	498			

The sectors are found to have active transition management. In order to identify the sectors where active transitioning is occurring Tukey's post hoc analysis is performed.

p<.05 level [F (4, 499) = 10.691, p = .000]

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Table 5.53 Table of Post Hoc Test for variation of Sectors on Career Transition Management
Multiple Comparisons

Dependent Variable: CS
LSD

(I) Industry	(J) Industry	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Banking	IT	.623*	.221	.005	.19	1.06
	Pharmaceutical	-.632*	.221	.004	-1.07	-.20
	Infrastructure	-.566*	.225	.012	-1.01	-.12
	Education	-.295	.218	.178	-.72	.13
IT	Banking	-.623*	.221	.005	-1.06	-.19
	Pharmaceutical	-1.254*	.220	.000	-1.69	-.82
	Infrastructure	-1.188*	.223	.000	-1.63	-.75
	Education	-.917*	.217	.000	-1.34	-.49
Pharmaceutical	Banking	.632*	.221	.004	.20	1.07
	IT	1.254*	.220	.000	.82	1.69
	Infrastructure	.066	.224	.769	-.37	.51
	Education	.337	.218	.123	-.09	.76
Infrastructure	Banking	.566*	.225	.012	.12	1.01
	IT	1.188*	.223	.000	.75	1.63
	Pharmaceutical	-.066	.224	.769	-.51	.37
	Education	.271	.221	.222	-.16	.71
Education	Banking	.295	.218	.178	-.13	.72
	IT	.917*	.217	.000	.49	1.34
	Pharmaceutical	-.337	.218	.123	-.76	.09
	Infrastructure	-.271	.221	.222	-.71	.16

*. The mean difference is significant at the 0.05 level.

The post hoc test revealed that transitions were significant and actively occurred between IT and Pharmaceutical sector, IT and Infrastructure sector, IT and Education sector and between IT and Banking sectors.

Other sectors between which transition occurs are Banking and Pharmaceutical sector, as well as Banking and Infrastructure sectors.

Significant Relationships obtained upon Hypothesis testing

The results upon analysis and discussions identified certain relationships and revealed significance about independent and dependent variables. Five significant hypothesis relationships are reported. A discussion about the significance of these relationships and their comparison to the existing empirical and anecdotal evidence, is described in the next chapter.

Table 5.54: Results of the Hypothesis Testing

Hypothesis	Results
Hypothesis 1: Core self-evaluation is significantly related to career Transition Management.	Supported
Hypothesis 2: The Career Anchors have a significant influence on Career Transition Management.	Supported
Hypothesis 3: Organizational factors have significant impact on career transition management of the individuals.	Supported
Hypothesis 4: Career Transition Management is significantly related to Career Success.	Supported
Hypothesis 5: Demographic factors Age, Gender, Marital status, Income, Education, Experience, Total Work Experience and No. of job changes are each positively related to career success through career transition management.	Supported
Hypothesis 6: The career transition management is significant across sectors in the Indian Context.	Supported

Summary:

The major aim of this study was to investigate the significance of Career Anchors, Core self-evaluation and Organization factors in Transition management of individuals and their impact on career success. The study further aimed at assessing the effect of demographic variables on career success and finally checking the transition incidences between the sectors by individuals for career success. The section above described the results that were generated through statistical testing. The descriptive analysis presented the sample profile in the form of tables and graphs. The exploratory factor analysis performed resulted in the generation of potential items and factors for the constructs which was based on the literature. Further, the reliability test and measurement model was tested using Cronbach alpha value and Confirmatory factor analysis. The reliability value above .7 achieved for each construct and thus accepted whereas CFA tested Goodness of fit indices and validity concerns. The results from Structural Equation Modeling, applied on the hypothesized relationships between Core Self Evaluation and Career Transition Management, Career Anchors and Career Transition Management and between Organization Factors and Career Transition Management were accepted. Multiple regression analysis was conducted to check the effect of all independent variables together on dependent variables and the overall values achieved was significant thus model hypothesis accepted. Further ANOVA was performed to test the effect of Demographic variables on Career Success. It was found that Gender, Age, Education, Total work experience and No. of job changes showed variations among groups but marital status, Income, work Experience showed no variation. The Sector wise analysis conducted through ANOVA to check the incidence of transition between sectors and its impact on career success. It was found that IT sector showed active transitions from and into all the other sectors under study that is Banking, Pharma, Infrastructure and Education, but in other sectors there is selective transition observed between Banking and Pharmaceutical then between Banking and Infrastructure. The following chapter discusses the results thereof and elaborates on their practical and future implications.

Chapter VI

DISCUSSION AND CONCLUSIONS

This chapter highlights the conclusions arrived at, in the study. It includes demographic information about the sample in the first section, followed by the impact of the relationships of independent variables on the dependent variable in section two, impact of demographic variables on career success and finally impact across various sectors in final section. In addition, the chapter also discusses inferences from the research findings. Further, the contribution and implications are also included.

6.1 Research Findings

Organizations are increasingly characterized by a diverse set of factors necessitating individuals to become custodians of their career with a facilitating intervention of organizations. The organizations are expected to provide proactive initiatives in the form of relevant schemes in order to develop competent employees mutually beneficial to both organization and themselves. Literature is supportive of earlier observations that (Huselid, 1995; Foong-ming & Tan, 2008) suggested a definite role of HR in devising practices which would embrace both organization and career requirements and enhance knowledge, skills and the abilities of the employees satisfying current and future necessities. In line with this, the purpose of this study was to investigate the role of individual and organizational factors in helping individuals take up active transition management and change and result in the perception of greater career success and satisfaction. Further the study also examined the effect of demographic factors - age, marital status, gender, education, income, work experience, total work experience and number of job changes on career success. The study is taken up specifically in the Indian context, with focus on select industries. To achieve this goal, this study addressed the following objectives:

- To identify factors helping in effective Transition Management among the individuals.

- To investigate the effect of Core Self Evaluation factors on the management of Transition process.

- To examine the Career Anchors that facilitates the process of Transition management.

- To investigate the effect of Organizational factors on the management of Transition process.

- To examine the Relationship between Organizational factors and Individual factors (Core self evaluation factors and Career Anchors) on Transition Management.

- To examine the relationship between Transition Management and Career success.

- To examine the Demographic factors affecting Transition Management and Career Success.

- To examine the process of Transition management and career success in Indian context across sectors.

These objectives have been brought together in a conceptual framework based on the extant literature. The conclusions of the study are presented below in sections and subsections.

6.2 Demographic Profile of the Respondents

6.2.1 Demographic profile of the respondents overall sample

The study included a combined sample of 499. The study reveals that majority of the respondents were male respondents belonging to the early middle age group. Most of them were married, well qualified at masters level or at graduate level and had some experience. A significant percentage of them had transitions from the initial stages of the career itself. Majority of them earned 30-40K per month. They were self motivated, but had sufficient family support while leveraging the available opportunity. The study also revealed that they had self identity, enhancing social status in generating employment during transitions. It may also be concluded that there are opportunities available for the respondents in sustaining career transition and change that motivated them to take up job mobility and undergo transition management. This study **"rejects the accepted notion found in literature that people attempt to take up job mobility at mid career stages or during career plateau or stagnation stage and confirms that people are ready to take up transition right from the initial stages of career" through empirical evidence. Most of the career success research has attempted to assess objective and subjective career success and requirements of job mobility. Rarely has any study focused on the**

process of transition involved with each change and importance of coping with the process successfully to attain career success.

6.2.2 Demographic profile of respondents across sectors

The following demographic variables are analysed across sectors below

The sample in each of the sectors included 99 in Banking, 101 in IT, 100 in Pharmaceutical, 94 in Infrastructure, and 105 in Education sectors. The study reveals that majority of them were male in each of the sectors, but were distributed in terms of *age* in each of them. While a majority of them in Banking, IT and Education sectors were in the 30 – 39 age group, Pharmaceutical and Infrastructure sector reflected a higher age group of 40 – 49 years. It could thus be concluded that in Banking, IT and Education sector, the respondents started early careers which could not take place in the other sectors. This could be attributed to the nature of these sectors. Pharmaceutical and Infrastructure sectors are nascent sectors in terms of growth and requirements which began only in the last 10-15 years and are booming only recently hence job mobility gets restricted in such sectors. In terms of *Marital status,* a majority of them were married with post graduate or graduate qualification in terms of *Education*. Literature has shown a positive correlation between education and career management. Good education is an enabler for a positive start in one's' career. A majority of the respondents in all the sectors earned only fairly except in the Education sector where the initial income itself was high. This could be attributed to lower pay packages that employees receive in the initial stages of their career in different sectors under study compared to education sector where this reflects higher initial salary structures but may remain constant over a period of time. Respondents across sectors had an overall experience of 4-6 years and transitions were sought at regular intervals after an initial 1-2 years of work experience in the organization. Overall the results reveal that there was not much of difference in any of the demographic variable across the five sectors.

6.3 Impact of Independent Factors

Objective 6.3.1: **To identify factors helping in effective Transition Management among the individuals.**

The study focused on the role of Individual and organizational factors supporting Career Transition Management to help strategize the process towards career success of the individuals. There were two variables related to individual Core Self Evaluation and Career Anchors, while one variable was organizational factors that were taken as antecedent for the study. Correlation and Regression was conducted to examine the impact of the individual and organization factors on career transition. Objectives 2,3,4,5 and 6 are included in the section. The objective wise conclusions for these objectives are presented below.

Objective 6.3.2: **To investigate the effect of Core Self Evaluation (CSE) factors on the management of Transition process.**

Core Self Evaluation is an Independent variable which was a higher order Individual construct proposed to address the relationship strength and direction in delivering Transition Management capability and a perception of Career Success. Core Self-Evaluation Scale (CSES) was a 12-item measure developed and validated by Judge et al. (2003) that indicate the generalized self-efficacy, self-esteem, emotional stability, and internal locus of control in a holistic, integrated manner about an individual. Studies further confirmed the construct and predictive validity of the generalized scale in comparison with each of the sub-trait original measures (Gardner & Pierce, 2010). As literature reveals, Core self-evaluation is a prime important factor in describing an individual's' self worth towards coping with change management and transitions in Careers. The literature reveals that positive self concept in people enable individuals to take control of competencies and enhance performance in work related environment. Hence the findings support literature and confirm their critical role to help individual to successfully move through the process of transition. The results empirically provide evidence about congruence in the relationship between Core Self Evaluation and Career Transition. The beta value explains that CSE can affect a variation of 14% in influencing Career Transition Management. Thus, it can be concluded that if Core Self Evaluation factors are well developed, individuals can manage transitions well and can lead towards Career Success.

CSE is a single higher order trait that motivates performance by enriching self concept (Erez & Judge, 2001). It helps in accumulating personal resources like job satisfaction, life satisfaction and work engagement or involvement (Liu, Zhang, & Chen, 2014; Jiang & Jiang, 2015; Lee, 2013). The study is supported by investigating 300 studies (PsycINFO search, April 20, 2015). It is observed that CSE will improve an individual's' capacity to work against deadlines, job stress and also psychological and physical demands of job as presented in job demands-resources (JD-R) model (Bakker and Demrouti, 2007).According to the model CSE helps individual attain role clarity, work with autonomy, develop supervisor support through positive relationships, and thereby enhance career opportunities. According to Price Water Coopers (PWC) report on Indian Workplace of 2022 on how to leverage Indian demographic dividend and diversified workforce, the CEO's of organizations have opined that there should be skill and capability inventory built in the workforce, creating learning systems and invest in innovative technology. Organizations can foster the requirements when people with high CSE are selected since it helps individuals' develop job resources.

The report further identified three types of organizations Blue world, Green world and Orange Blue world organisations depend on attracting high talent potential and retaining them through rewards, high earnings, job status and security. Green world organizations will concentrate on selecting individuals with select talent, right behaviours, values and associated attitudes. That is organizations promote corporate citizenship in the employees. Orange world firms will try and establish networks for attracting talent where individuals take charge of re-skilling and remain in the talent pool.

Objective 6.3.3: **To examine the career anchors that facilitates the process of Transition management.**

Career Anchors are the specific competencies that enable individuals to attain specific proficiencies. The concept of Career Anchors has been introduced by Edgar Schein in 1968 & 1975. Construct validity linked Career Anchors with Transition management and empirically proved that Career Anchors: Technical functional capability, Entrepreneurial creativity, Lifestyle, General managerial capability, Security, Autonomy Independence, Social service and Pure challenge have significant influence on Career Transition. The regression values indicated that a very high proportion of variance is explained by the beta value of Career Anchors which is 69%. Thus Career Anchors influence Career Transition

Management by enabling the individual to use the dynamic competencies and result in Career Success. The literature also reveals that Career Anchors are significant in establishing job satisfaction (Feldman and Bolino, 1996) as they provide high degree of fit between competencies and work environment. Thus it can be concluded that if the career anchors are well established they can further help individuals during transition in providing functional and other competencies.

Studies were conducted in Indian context on the Schein's anchors across four sectors BPO/Call centre, Retail, Telecom, and Software for their preference and ranking in the Indian context by Sharon Pande & Vidya Naik. It was found that General Management anchor stood first in preference followed by Lifestyle then Security and Safety followed by Entrepreneurial creativity then Service and dedication, Technical competence, Pure challenge and finally Autonomy. In India security anchor stands third unlike the world trend where it is last. This can probably be attributed to the Indian culture which promotes future oriented secured and calculative life values, thus individuals seek Secured and Government jobs that guarantee lifetime employment. Another major reason that was identified is Recession according to the world economic development indices that threatened the jobs of most of the corporate and new age organizations. Likewise when global trends are observed Lifestyle anchor is found to be preferred career anchor in US and Brazil, Service/Dedication highest in UK, Ireland and North America, in Africa Pure challenge stands first (Kilimnik & Oliveira,2011) Additional anchor spiritual purpose was identified by Baruch (2004) and Internationalism was identified by Suutari and Taka (2004).

Objective 6.3.4: **To investigate the effect of Organizational factors on the management of Transition process.**

The study empirically confirms the crucial role organizational conditions have, in determining an individual's decision and readiness to take up job mobility. The findings reveal that the respondents considered organization factors - Top management support, Culture of learning and Supervisor support as most important factors in supporting their endeavour towards transition management. Especially the study suggests that when individuals have positive self concept with competencies well defined, organization factors provide opportunities to build and enhance human capital in the form of learning and experience that can be made use of during transition. Studies also support (Sturges, 2002

and Schein, 1996) and confirm the mutual inter-relationship between organizational career management and career self management; rather they are approached as negotiated process. Career research has also identified that organization initiatives help in developing technical and interpersonal competencies (McQuade & Maguire, 2005) promote employability (De Vos, De Hauw& Van de Heijden, 2011; Kong et al.2012a) for career advancement (Mihail&Elefterie, 2006) and sustain future career development (McQuade & Maguire, 2005; Mihail & Elefterie, 2006; Pinnington, 2011). Similar conclusions were reached in the study too. Major correlations were found between Career Transition Management (CTM) and Organization Factors (OF) with Correlation value of .81 which indicates high linear relationship.

Multiple studies were conducted to identify the effect of Organizational factors on Transition management. The model Conservation of resources (COR) by Hobfoll (1989) predicted the impact of POS and core self-evaluations on work engagement. The model advocates that employees would gain job resources through organization support that help them sustain job as well as personal advancements (Park, Jacob, Wagner, & Baiden, 2014). It is also found that CSE and POS together will enrich work role gains like skill enhancement, quality of life, energy, enthusiasm levels etc. of individual (McNall et al.2011, p. 139). The POS initiatives can be like open communication policy, maintaining trust and transparency, information sharing, opportunities for learning and development etc. (Ghani & Hussin, 2009).

Objective 6.3.5: **To examine the Relationship between Organizational factors and Individual factors (Core self-evaluation factors and Career Anchors) on Transition Management and Career success**

The antecedents of Career Transition Management and Career Success i.e., Organization Factors, Core Self Evaluation Factors and Career Anchors are found to have significant influence on Career Transition Management. The combined impact of all three variables on Career Transition Management was analyzed using Multiple Regression after assessing their construct validities and model fit using structural equation modeling. The study concludes that when individuals endeavor to use transition management as strategy, it requires that along with the individual factors CSE and CA, OF are essential to provide required impetus for the change management. Thus the three combined variables have

significant impact on the career transition management. The value of predictor variable on Career Transition Management is very good indicating that the combined effect of predictors have strong influence in managing change process with R^2 .98 and successful transition management results in career success. The overall model has identified the beta value of .47 explaining 22% of variance suggesting that the success of career is dependent on variables other than the predictors. The possible explanation for a medium correlation of career success with predictors could be that the predictors directly impact the management of transitions whereas success depends on objective and subjective criteria of success measurement which include income, status, promotions in objective success and intrinsic factors like work exploration, career motivation, self-actualization considered to be subjective criteria of individual, moreover personal and situational conditions also have influence on career success. The findings are supported by the work of Kujiper's and Scheren (2006); Abele and Spurk (2009); Stumph and Tymon Jr (2012) who have identified that demographic variables and situational conditions like promotions, work recognition impact career success.

Objective 6.3.6: **To examine the relationship between Transition Management and Career success.**

Career Transition Management and Career Success are correlated with each other. The study concludes that Career Transition Management can become an important predictor for Career Success when used as strategy. Individuals' need to empower themselves by developing self-concept, competencies and identify the opportunities from Organization. The predictors can directly and indirectly impact Career Success. This research offers new and significant insights in the area of Career Management and emphasizes the need for continued research. The results of the study also enhance the understanding of the impact of predictors (Organization Factors, Core Self Evaluation factors and Career Anchors) on Career Transition Management, Career Success. Therefore, the findings of this study can be suggestive for sustainable Career Practices.

In conclusion it could be said that when organizations provide good management support with a culture of Learning and supervisor Support in providing opportunities and career sponsorship. In such an environment individuals with positive self-concept, high in CSE will be able to synchronize their efforts and transform the transition process into strategy and achieve success in their careers.

6.4 Influence of Demographic Factors

Objective 7: **To examine the Demographic factors affecting Career Success.**

The studies on the impact of Socio-demographic status on individuals' career patterns have established that various demographic groups come across varied opportunities as well as barriers that can either act as openings or constraints towards job entry and job mobility of individuals (Ng et al, 2005). Drawing on this study, the present study assumes that in Indian context demographic factors such as Age, Gender, Marital Status, Education, Income, Work Experience, in Current organization as well as Overall Experience and number of job changes could influence Career Success when Career Transition Management is used as strategy (Crompton & Harris, 1998; Ng et al 2005; Mayrhofer et al., 2008). ANOVA test is carried to assess the impact of the groups and post hoc conducted to identify the variability among the groups.

Results derived from analysis of variance (ANOVA) report that the Gender influences the way Career Success is adopted, even when the number of female respondents is less compared to male respondents. ANOVA results have clearly indicated that men and women experience career success differently. Studies also support the findings and confirm that women experience more subjective success and men look more into objective success (Stumpf & Tymon, 2012; Ng et al, 2005; Abele & Spurk, 2009; Crompton & Harris, 1998).

In cultures like India women are preferred to be home-makers as wife and mother than being career oriented professionals. Thus success is viewed more in the perspective of fulfilment of home responsibilities than personal or individual career achievement. At best the earnings of Women are considered to be supplementary that can enhance quality of life and support for the family. Surveys also have confirmed marriage as preferred goal to career even for empowered women, 48% of women take a break in the first 10 years of working (World Bank, 2016). Further Glass Ceiling is reported to be another major reason because of which women are found to have low representation especially in the positions of power and higher hierarchy. The BBC reported (2015) percentage of Board members at 11.2%. On the other hand in the field of education research confirms that the percentage of women enrolled for undergraduate course to be at 45.9 and PhD to be 40.5, whereas it is found that in employment the participation has fallen from 37 per cent in 2004-05 to 29 per cent in 2009-10 (The Hindu, 2016).

The study concludes that age is an active factor influencing the path of career success through career transition management. The influences of age vary between age groups 20-29 and 30-39 as well as 20-29 and 40-49. It means career transition is actively sought as strategy during the initial ages of career establishment through the middle ages. It is during this time individuals accrue human capital through learning, experimenting and developing vast network, as they age towards 50 and above, they tend to come to the saturated stage of experimentation and the zeal for progression through career transition tends to be slower, unless forced by career plateau. The possible reason could be that the later years are seen as consolidation times when individuals want to relax and enjoy the fruits of the efforts of establishment. The results are in congruence with the earlier studies.

It is found that normally people spend 5 years in a job before searching for a new job. It is also noticed that the frequency of change is more with short duration on job especially in the initial years of career 25 to 34 years where it can be as high as 5.5 jobs during the ten-year period where the median tenure is 2.8 years (Bureau of Labor Statistics, 2018). The report further stated that the time period in a job is shrinking and people spend more time in preparing themselves for transitioning. As the job changes increase it has become important to for individuals to equip themselves on up-to-date knowledge on industry, maintain network and skills to potentially transition. It is further observed that as the person ages there is a decrease in the number of jobs a person holds or changes (1.7 jobs between ages 45 to 50 Bureau of Labor Statistics, 2018). Thus the report suggests that the duration for job was 4.9 years between age group 35 to 44, it is 7.6 years between age group 45 to 54 and 10.1 years for the age group 55 to 64. The LinkedIn survey in India also reported that for every 3 people one person changed jobs or careers among the 7 million members who have changed their jobs in the year 2017-2018.

In the current study Marital status was found to have no impact on career processes among individuals in achieving career success. The marital status of an individualhas indifferent influenceon the chances of career success. Past research has established that married individuals tend to get affected by life balance orientation, work-life Balance etc., due to which active career transition is not seen as a strategy for career success (Ng et al., 2005; Judge et al., 1995; Judge & Bretz, 1994; Pfeffer & Ross, 1982). The studies show that married employees in general (Nget al., 2005) and married women in particular (Punnet, 2005) are more satisfied than those who are not. But the study did not support the earlier results. A possible reason could be that in the recent times when job mobility protean and

boundaryless careers are in vogue to suit the career dynamics, there is no choice for individuals but to take up transition, thus career transition is seen as strategy to career success and actively adopted by unmarried individuals whereas married individuals take up career transition as a way to achieve life balance orientation as indicated studies focus on. Income is found to be associated with objective and other referent career success in the studies (Kirchmeyer,1998; Turban and Dougherty, 1994) and as such it has shown little significance over a period of career in the studies. Even when identified it was associated as a hygiene motivation factor (Abele & Spurk, 2009; Stumph & Tymon, 2012). In the initial stages of career, income has impact on the individual but as they progress it stops to show impact. In line with the earlier studies Income is found to have no significance in taking up transition and transition management and attain career success.

Good education is an enabler for career; as it helps in acquiring knowledge and accumulates wisdom; all the same it is not a deterrent when individuals have the zeal to increase skills as well as capabilities. Thus the findings of the study conform to the earlier studies on the importance of education and thus show significance in the study. The respondents were all either post graduates or graduates, that is they all had good education to begin their careers and as understood once in job what matters most is the application of competency to work and perform thus education as such becomes important.

The study reveals that there is no impact of current work experience on career success path through transition management. It confirms that individuals with an experience between 0-3 years look for job mobility either within 6 months from the time they join or after a period of 2-3 years. The possible reasons for such behavior in individuals could be that when people normally join an organization it takes 6 months for them to assess their compatibility with job, work environment, work content etc. thus in 6 months they decide if they continue there or not. Next after 2-3 years of experience in the current organization is the time when individuals look for opportunities for growth and progress, thus during this time they search for opportunities either inside the organization or outside the organization which mean they are ready for job mobility in the pursuit of career growth. The study conforms with the earlier works (Cohen, 1993; Rajeshwari & Mallika, 2013).

Similarly ANOVA results confirm that Total Work Experience also has an impact on the career success. Career transition is chosen as a strategy by individuals either in the first 2 to 6 years of career experience or after 10 years of experience. The study concludes that individuals seek active transitions as strategy in the initial stages when they are at growth

and exploration stages of careers or after 10 years of experience when they have established and reached mid-career stages. The study provides some interesting insights for future research where one can explore circumstances under which transition will be chosen as active strategy for career success. Study support the fact that either in the initial stage or in the mid-career stage people seek transition (Donald Alfred, 1999; Ng et al 2005).

Thus the study suggests that different demographic factors have influence on people's' decision to choose Transition Management as strategy for achieving career success. It is necessary for individuals to think critically when in the process of managing transitions about the specific conditions under which they will have increased chances of gaining advantage and become successful in their careers. Career and marriage in India are associated with status, power, wealth and dignity especially to Men. It is a source of self-worth and identity for married men in India (Economic times report). Whereas marriage than career is an identification for social status for women and motherhood the dignity and pride (Hallen 1966). But in the recent times with globalization, the cultural exposure and modern day thinking has resulted in the modifications and amendments to the age old notion and slowly people are accepting the dual role of both the spouses in maintaining careers as well as households. Career Transitions and changes are seen as means to improve income, gain increased benefits and perks, to cope with relocation and reorganization, career advancement and focus, work-life balance, work interests, skills and abilities, recognition and maintain congruence between organizational preferences and personal values.

6.5 Career Transition across sectors

Objective 8: **To examine the process of Transition management and career success in Indian context across sectors.**

This study was conducted as a cross sectoral study. The conclusions for each of the sectors are given below. The sectors included are Banking, IT, Pharma, Infrastructure and Education sectors.

Analysis of variance (ANOVA) was performed to check the mobility of individuals within the sectors under study the study provides certain crucial insights. Results derived from ANOVA report that the *IT employees* are seen actively transitioning between all the other

sectors under study. ***IT sector*** is considered as one of the largest growing sector with high employment and intellectual capital accumulation, this facilitates the IT individuals to take up active transition thus sectors are positively related to Career Transition Management. The result is in substantial agreement with the works of Kamneyer-Mueller, Judge & Scott, 2009; Ng et al, 2005; Srivastava and Locke, 2010. The studies found that the individuals in IT jobs demand high employee involvement along with performance against deadlines, causing work stress and pressure this forces them to take up transitions in pursuit of finding better alternative. The results draw support from earlier studies which emphasized that marriage causes differences in preferences and choices especially for women as well as it causes changes in other factors (Cooper & Locke, 2000; Deus et al, 2015; Benjamin, 1999).

Banking sector is an industry requiring familiarity with regulations and economy. The industry has reputation of providing high job security, yet till recently there was a stigma of being old and boring. Global trends of deregulation have brought in new technological developments like digital banking, ATM's, Risk management etc., creating high pressure intellectual curiosity. India is amidst the changing times and this may provide some reason for finding significance for cross sectoral transitions. The banks in India are in the process of merging the old system with new requirements and therefore are found to show active transitions between IT, Pharma and Infrastructure sectors. The work in the Indian context is supported by the works of Sharon Pande & Vidya (2011) who conducted a detailed study on career anchors of individuals in Indian BPO, Retail, Telecom and Software sectors. As regards Organization Factors the results show concurrence with the works of Pazy, 1988; Kram 1986; Schein, 1996; Surges 2002; Goldshalk, 2005 who found that organizational variables strongly influence work attitudes such as Commitment, productivity and job satisfaction.

Overall the findings suggest that Career Transition Management is a synergic process involving active role of individual as well as organization in achieving successful transitions in experiencing career success especially in the new context of Global Careers that expect transferability of competencies across boundaries (Carr et al 2005; Arthur et al 1999; Jokinen, 2010).

Table 6.1 Comprehensive table of Standardised Regression weights of antecedents on the predictors Career Transition Management and Career Success.

Path	Estimate	Standardised Regression Weight	Squared Multiple Correlation	P-value
CSE → CTM	.190	.146	.987	.005
CA → CTM	.708	.692	.987	.001
OF → CTM	.810	.499	.987	.038
CTM → CS	.929	.476	.227	.000

6.6 Contributions of the study:

This research study evaluated a framework regarding the impact of Core self Evaluation factors (CSE), Career Anchors (CA) and supporting work environment i.e., Organization Factors (OF) on the process of successful Transition management. The results of the study validate a significantly positive and direct impact of CA, CSE on individuals' ability in synchronizing organization support and facility so as to create a supportive environment for enhancing effective transition process and become successful in career endeavor (Donald Alfred, 1999; Shin & Zhou, 2003). The framework provides a useful insight into the relationship between variables. When transitions become inevitable as seen in the new forms of career (Protean, Boundaryless, Portfolio approaches) successful transition management will be a strong predictor of employee satisfaction. Number of studies was conducted to examine the factors that assessed the role of objective and subjective success criteria (Ng et al, 2005; Heslin, 2005; Abele & Spurk, 2009; Cesinger, 2011). Further studies discussed the importance of Self directed Career Management and the resulting development of Protean, Boundaryless career patterns and their relation to career success

(Arthur & Rousseau, 1996; Hall, 1976, 2002, 2004; Briscoe, Hall & DeMuth, 2006; Enache, Sallan, Simo & Fernandez, 2011). The studies so far have examined the necessity for adopting job mobility and transitions during the new forms of managing careers and the associated changes individuals encounter during this time (Greenhaus, 1987; Hayes, 2000; Kovalenko, 2010; Banks & Nafukho, 2008); but the factors that help them to successfully manage these transitions while encountering change to successfully achieve career satisfaction have not been attempted so far, therefore the present study attempted to provide the mechanism that helps them to manage transitions successfully. It has been noticed that Individual factors (Core self-evaluation & Career Anchors) and Organizational factors both have profound influence during transition, but earlier studies had independently focused on studying and understanding the impact of Core Self Evaluation (Judge & Kammeyer-Mueller, 2011; Muck, 2009; Ng et al, 2005; Best, Stapleton, and Downey, 2005), Career Anchors (Schein, 1978, 1990; Sharon Pande & Vidya, 2011)and Organization Factors (John J. Sosik & Veronica M. Godshalk, 2005; Kottke, 1999; Hurley, 2002; Hurley &Hult, 1998; Wikramaratane, 2013) on career Success.

Thus there is a two-fold goal of this research. First, the study sought to gain a better understanding of what influences Career Transition management process, particularly in relation to core self-evaluation, Career Anchors and Organization factors. Second, there was an attempt to understand how this information might have practical application across industries to identify which competencies and job factors will provide more relevant strategy for successful career transition. The study proves that in general Career Anchors are found to have more positive relation followed by Organization factors then Core self-evaluation factors in all the sectors. The study in addition, indicates that work environment and support provide work-related well-being that shapes and enhances career competencies. The results of this study confirm that individual and organizational needs must be carefully matched by individuals to leverage as a strategy during transitions.

6.7 Practical implications:

➢ Career Anchor assessments may help organizations in deciding job crafting (ex: future assignments and developmental opportunities) using their competencies in creating high work engagement programs. Individuals also can discover their career anchors and plan their future career.

➢ CSE has a lot of practical implications in the organizations. CSE can be used in the assessment procedures during selection of employees, and to assess jobs and careers paths. It enables organizations to frame career interventions appropriately and provide opportunities to individuals. Management can design reward and recognition systems congruently and take up succession planning.

➢ Assessing the importance of Organization factors management can make organizational policies in structuring and designing work engagement systems that promote career interventions and opportunities through appropriate reward and promotion systems enabling mutual collaboration and synergy between employees and organizations.

In conclusion, the study provides a framework to the individuals to assess and analyse individual and organizational factors to determine the fit necessary during transition process so as to become successful in Careers.

6.8 Conclusion:

The findings of this study are vital as they provide empirical support to the concept Transition Management which has almost become inevitable in the successful career development practices to be adopted by individuals. In global career systems changes in technology coupled with high competitive environment has challenged the survival and sustainability of organizations along with the employment of individuals worldwide. The conclusions of the study address the process issue using Transition Management as strategy to Career Success. The study has established that Career Anchor is an important predictor in achieving relevant outcomes by individuals. In other words, people who can identify their competencies will engage in taking job mobility decision relevant to their competence, thereby craft the career change. CSE will help them to ascertain a positive concept and courageously take charge in shaping their work environment and career-related competencies. Organization practices fulfill the gaps in the employee expectations

on their career management and prepare individuals in transforming themselves towards a positive experience of work. The results provide a basis for comparison of individual career anchors so as to capitalize on the opportunities in organisations. Furthermore it can be observed that for those individuals willing to take charge over their work, success in careers is most likely to be fruitful. Further the research provides empirical evidence for specific determinants of Career Transition Management across sectors. The findings reveal that the determinants are significant for individuals in Banking, IT, Pharmaceutical, Infrastructure and Education sectors who work in very dynamic and complex work settings that require swiftness in knowledge sharing and transfer. The study helps individuals in examining the factors that should most importantly be established during the transition process and manage successfully. At the end it is important to identify the limitations that are associated with this study as well as infer possible recommendations for future research that should be considered in this field of study.

6.9 Limitations:

Though the study provides good insights into the management of transitions and their relation in achieving successful career there still are certain limitations that need to be recognized. Firstly, the study was a cross-sectional design, and therefore causal interpretations on the specific order of the variables cannot be made. The study depends on the previous literature and research thus there is a chance that findings can largely replicate the results of independent studies.

It should also be acknowledged that there can likely be interplay between job opportunities, resources, and career competencies at work. Thus in future potential reciprocity of the relationships can be elaborated and researched

Another limitation is the possibility of concerns because of the use of self-reports in the assessment of variable response in the study. Present study although did not give rise to serious concerns regarding statistical tests and the results the studies in future can use different designs or objectives and assessment of various outcomes.

Despite the aforementioned limitations, the results confirm and are in concurrence with the earlier studies. The studies were earlier conducted in different contexts and as such satisfy the cross-validation for the findings. Further, the study provided additional support for most parts of the hypothesized model. In addition, the study with its empirical evidence

has presented validity for the hypothesized paths and therefore encourages researchers interested in the subject to continue this line of research using advanced research methodology and techniques.

6.10 Implications for Future Research:

The study provides several implications that can guide future course of research. An important avenue for future research can be the study and examination of relative importance of each of the generalized factors of the predictor variables. The moderating effect of Demographic factors and other situational factors can also be attempted. Similar study can be carried out in different sectors and on a large sample. The future research adopting longitudinal research design can also be explored. An interesting insight of the study is that the study tries to address issues related to sustainable career development and hence could be compelling. Organizations benefit by incorporating the recommendations offered through the results of the study. Empirical studies in the Indian context are scarce. Organizations in India look for strategies which work in the Indian context. This study satisfies this requirement of Indian organizations on a topic of relevance in the contemporary context. Organizations are also are experimenting on the retention of human resources, so as to lead to sustainable careers for both men and more so women. This study has identified factors that affect and impact transitions in the career, so important for individual growth and organizational enrichment through the cumulative experience/ exposure of the employees. All the same, individual employees would benefit by knowing the factors which impact transitions in one's career and take necessary steps to strategize for sustainable careers, so important for career management, an important function of human resource management.

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E-mail – Participation in Research questionnaire

Subject: Request to participate in the research study on Career Transition Management as a Strategy for Career Success – A study in the Indian context

Dear Sir/ Madam,

I K. Madhavi is conducting Research with University of Hyderabad for the award of the degree of the Doctor of Philosophy in Management. The findings will be used to determine what factors during transitions in job/ career have helped you getting positive outcomes to achieve successful career. Your participation is extremely valuable to the success of this research.

This survey should take about 10-15 minutes to complete. If you are not able to complete the survey in one sitting (i.e., you have to interrupt your work), you may continue later, your responses would be auto saved. A unique URL link provided at the end will allow you to access the survey.

This study and your responses are completely confidential; only the researchers will have access to survey responses. If you prefer to work in print form or have any questions regarding this research study, please contact me.

If you have any questions or concerns at this point or in the future, please feel free to contact.

Thank you
K. Madhavi
Research Scholar
School of Management Studies
University of Hyderabad
Gachibowli, Hyderabad
Telangana – 500032
URL link to survey:

https://dsocs.google.com/forms/d/e/1FAIpQLSd00UCqVSSIZOGgv7LEcm5IEaAOB68m8Puox03yLR_sQ1OB7w/viewform?usp=sf_link

Questionnaire

Today, globalization has changed the patterns of work and social lives of individuals. We experience a work culture characterized by more opportunities but with less job security, need for frequent job changes, sometimes even freelancing, need to accept work from home, contractual employment etc. Individuals now need to assume greater personal responsibility to develop a sound career, improved/rapid decision making practices and approaches for a successful or satisfactory career. The responsibility for career development has shifted to the employee. Nevertheless the employer too holds responsibility in training and educating, providing growth opportunities and supports those who are knowledgeable. These changes led to the circumstances where careers undergo many consequences leading to the transition phases. Managing these transition phases is paramount in deciding the success of career of an individual.

This questionnaire was developed to establish a clear understanding of how can certain factors help strategize the management of transition and help in career success.

We request you to sincerely complete the questionnaire. Your answers will be kept confidential and we appreciate your contribution.

Career Transition Management as a Strategy for Successful Career – Please indicate (✓) your opinions about transition factors, on a scale of 55-Strongly Agree, 4- Agree, 3- Neither agree nor disagree, 2-Disagree 1- Strongly Disagree.

NAME:

RESPONDENT NUMBER:

INDUSTRY:

COMPANY NAME:

PROFILE

1. **Gender** : (1) Male (2) Female

2. **Age** : (1) 20- 30 yrs (2) 30 – 40yrs (3) 40-50 yrs (4) more than 50 yrs.

3. **Marital status** : (1) Married (2) Unmarried (3) Single

4.**Education level** : (1) Bachelor (2) Masters (3) Doctorate (4) If any other, please mention ----------------------

5. **Income range** : (1)20K-40K (2) 40K-50K (3) 50K-60K (4) 60K-70K
(5) 70K and above

6.**Work experience in**

current organization : (1) 0-1 yrs (2) 1-2 yrs (3) 2-3 yrs (4) 3-4 yrs (5) 4-5
yrs (6) more than 5 yrs

7.**Total work experience** : (1) 2-4 yrs (2) 4-6 yrs (3) 6-8 yrs (4) 8-10yrs (5) more than 10 yrs

8.**No. of job changes** : (1) 0-1 (2) 1-2 (3) 2-3 (4) 3-4 (5) more than 5

9. **Designation** --------------------------------

Career Transition readiness: **On a scale of 1-5 rate how the following statements apply to you.** *Please put appropriate number to mark your choice.*

5-Strongly Agree, 4- Agree,   3- Neither agree nor disagree, 2-Disagree, 1- Strongly Disagree.

Sl. No.	Statement	Choice
1	This is not one of those times in my life when I really feel propelled to make a career transition	
2	I do not feel much internal "push" to work hard at this career transition	
3	I never have been able to go through career transition very easily. I doubt I will this time.	
4	The magnitude of this career transition is impossible to deal with.	
5	The risks of career transition seem too great given my current resources and the potential pay-offs.	
6	I don't feel that I have the talent to make a career transition that I will feel good about.	
7	In dealing with aspects of this career transition, I am unsure whether I can handle it.	
8	The risk of changing career seems serious to me	
9	The risks of this career transition are high but I am willing to take the chance	
10	Even though there are risks, I think there is a realistic hope in finding a better career choice	
11	My effort, creativity, and motivation will lead me to a new career	
12	Some would say that this career transition is a risky venture, but the risk does not bother me	
13	Even though the solution to this career transition is not readily apparent, I believe I will successfully work through it.	
14	I believe I am ready to risk some of the security I now have in my current career in order to gain something better	
15	People whom I respect have said they think I can make this career transition successfully	

16	It is hard for me to juggle this career transition given the responsibilities I feel for people in my life	
17	Career choices affect others and I must take the needs of others into account when making a career transition	
18	My family is important to me but I can't place much importance on their desires with regard to this career transition	
19	While family and relationship needs are important to me, when it comes to this career transition, I feel I must focus on my own needs	
20	Each day I do something on career transition process, I would say I am motivated	
21	I feel confident in my ability to do well in this career transition process	
22	If you think you are really calling the shots in your career transition you are only fooling yourself	
23	The outcome of career transition process is really upto those who control the system	
24	Significant people in my life are actively supporting me in this career transition	

Core Self-Evaluation:*Please use the scale to indicate* (✓)*your perception to measure the core self evaluation variables of individual on a scale of 5*.

5- **Strongly Agree, 4- Agree, 3- Neither agree nor disagree, 2- Disagree, 1- Strongly Disagree.**

Sl. No.	Statement	Choice
1	I am confident I get the success I deserve in life	
2	Sometimes I feel depressed	
3	When I try, I generally succeed	
4	Sometimes when I fail I feel worthless	

5	I complete tasks successfully	
6	Sometimes, I do not feel in control of my work	
7	Overall, I am satisfied with myself	
8	I am filled with doubts about my competence	
9	I determine what will happen in my life	
10	I do not feel in control of my success in my career	
11	I am capable of coping with most of my problems	
12	There are times when things look pretty bleak and hopeless to me	

Career Anchors: On a scale of 1-5 rate how the following statements apply to you. *Please put appropriate number to mark your choice.*

5- strongly agree, 4- agree, 3- neither agree nor disagree, 2- disagree, 1- strongly disagree

Sl. No.	Statement	Choice
1	I want to be really good at my job, one of the best, an expert.	
2	I really feel most satisfied when I am able to manage the work of others to achieve a common goal.	
3	Ideally I want to do things my way and to my own timetable	
4	I would much rather build my own business than be the boss in someone else's.	
5	I believe that security and stability are much more important than having the freedom to choose how I work	
6	My ideal career will enable me to integrate all of my needs- whether	

	work, personal or family	
7	It is important to me that I use my talents to further the greater good	
8	I get a kick out of solving the unsolvable or winning against the odds.	
9	I will only feel really successful when I have the freedom to define my work	
10	I feel most satisfied and fulfilled when I am able to use my expertise, talents and skills.	
11	I would like to start my own business one day.	
12	I would be very uncomfortable working in an organisation that took a lot of risks. I prefer to work for an organisation that offers stability and security.	
13	I would rather seek employment elsewhere than move to a role that seriously undermined my ability to serve the greater goods or others.	
14	I prefer to work on projects that really challenge my problem solving skills and have a competitive element	
15	I would rather find a new job than accept a role that puts constraints on how I do my work	
16	Balancing my work with my family and personal commitments is more important to me than a senior position.	
17	One day I would like to be the boss, in charge of a whole organisation.	
18	Reaching a position of seniority in my area of expertise is far more important to me than becoming a more senior general manager.	
19	Working on difficult problems is more important to me than achieving a high level position	
20	My preference in choosing a role would be to seek out opportunities that minimize any interference with my personal life (family, friends, etc)	
21	I would feel really fulfilled if I was able to create an enterprise that was primarily the result of my ingenuity, skills and efforts	
22	Job security and financial independence are really important to me	
23	I would rather become a general manager with broader responsibilities than become a senior functional manager in my area of expertise.	

Sl. No.	Statement	Choice
24	I want to make a difference in my career. I will only be truly satisfied if I feel I have made a real contribution to society.	

Organizational Factor: *Please use the scale to indicate* (✓) *your perception towards organisational support at your workplace on a scale of 5.*

5- **Strongly Agree, 4- Agree, 3- Neither agree nor disagree, 2- Disagree, 1- Strongly Disagree.**

Sl. No.	Statement	Choice
1	Organization values my contribution to its well-being.	
2	If Organization could hire someone to replace me at a lower salary it would do so. Culture	
3	Organizationfails to appreciate any extra effort from me.	
4	Organization strongly considers my goals and values. Culture	
5	Organization would ignore any complaint from me.	
6	Supervisor disregards my best interests when it makes decisions that affect me.	
7	Help is available from supervisor when I have a problem.	
8	Organization really cares about my well-being.	
9	Even if I did the best job possible, the organization would fail to notice.	
10	Supervisor is willing to help me when I need a special favor.	

Sl. No.	Statement	Choice
11	Organization cares about my general satisfaction at work.	
12	If given the opportunity, Supervisor would take advantage of me.	
13	Organization shows very little concern for me.	
14	Supervisor cares about my opinions	
15	Organizationtakes pride in my accomplishments at work.	
16	Supervisor tries to make my job as interesting as possible.	

Career Success: On a scale of 1-7 rate how the following statements apply to you.
Please put appropriate number to mark your choice.

7- Strongly Agree, 6- Agree, 5- Somewhat Agree, 4- Neither agree nor disagree, 3- Somewhat Disagree, 2- Disagree, 1- Strongly Disagree.

Sl. No.	Statement	Choice
1	I am satisfied with the success I have achieved in my career	
2	I am satisfied with the progress I have made toward meeting my overall career goals	
3	I am satisfied with the progress I have made toward meeting my goals for income	
4	I am satisfied with the progress I have made toward meeting my goals for advancement	
5	I am satisfied with the progress I have made toward meeting my goals for the development of new skills	

Comments, if any,

_____

_____

_____

_____

_____

Date:

Place: **Signature of the Researcher**

First Reminder mail to fill Questionnaire

Mails to fill Questionnaire after identifying the potential respondents through snowball process

Subject: Invitation to participate in the research study

Dear Respondent

Thanks for accepting the request to fill the questionnaire.Please go through the link below and fill the questionnaire you are the best respondents for my topic of PhD in Career Transition Management as a strategy to career success as you have seen transitions in your roles of the job.

My earnest request to fill and send the questionnaire as early possible since I need to add data and further analysis

Thus I request you to fill in a day and return at the same time find more in your circle thatcan genuinely fill n return in two days

https://docs.google.com/forms/d/e/1FAIpQLSd00UCqVSSlZOGgv7LEcm5IEaAOB68m8Puox03yLR_sQ1OB7w/viewform?usp=sf_link

<div align="center">**ANNEXURE – IV**</div>

<div align="center">**Second Reminder Mails**</div>

Subject: Kind reminder to participate in the research study

Dear respondant

About a week ago, you received an e-mail message requesting your participation in a research study to understand the impact of Transition Management (changing process) as strategy for Successful Career in view of the changing dynamics in Employment and Career prospects. Participating in the study involves completing an email-based survey questionnaire. If you have already completed the survey, please accept our sincere thanks.

If you have not yet had a chance to complete the survey, please take a moment to go to the link below and complete the online survey. We are especially grateful for your participation because it is only through executives like you sharing your experiences that we can understand the impact of Transition Management as strategy for Successful Career in view of the changing dynamics in Employment and Career prospects.

Thanks and Regards
Madhavi Bandaru
9676279719

https://docs.google.com/forms/d/e/1FAIpQLSdhw1G5qekeisb5njFgGFewD13WtaYXKppf6XW4uuYYXyDeEA/viewform

Results Of Normality test Mean, Standard Deviation, Skewness and Kurtosis

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
R1	499	1.00	5.00	3.9559	1.25713	-1.122	.109	.113	.218
R2	499	1.00	5.00	3.7595	1.33017	-.950	.109	-.328	.218
R3R	499	1.00	5.00	3.6433	1.37863	-.781	.109	-.705	.218
R4R	499	1.00	5.00	3.6293	1.39305	-.767	.109	-.752	.218
R5	499	1.00	5.00	3.8216	1.29187	-1.051	.109	-.028	.218
R6	499	1.00	5.00	3.8096	1.29945	-1.043	.109	-.074	.218
R7	499	1.00	5.00	3.9018	1.17896	-1.197	.109	.629	.218
C1	499	1.00	5.00	3.7154	1.22687	-1.121	.109	.296	.218
C2	499	1.00	5.00	3.7255	1.20190	-1.062	.109	.279	.218
C3R	499	1.00	12.00	3.6774	1.32708	-.381	.109	2.571	.218
C4	499	1.00	5.00	3.7194	1.21629	-1.070	.109	.248	.218
C5	499	1.00	5.00	3.6894	1.24898	-1.041	.109	.086	.218
C6	499	1.00	5.00	3.8036	1.17432	-1.227	.109	.714	.218
C7R	499	1.00	5.00	3.6393	1.27776	-.919	.109	-.271	.218
D1	499	1.00	5.00	3.6914	1.20280	-.974	.109	.045	.218
D2R	499	1.00	5.00	3.5551	1.27474	-.751	.109	-.539	.218
D3	499	1.00	5.00	3.6974	1.25895	-.948	.109	-.111	.218
D4	499	1.00	5.00	3.7014	1.22598	-.977	.109	.042	.218
D5	499	1.00	5.00	3.6774	1.20495	-.929	.109	-.001	.218
Valid N (listwise)	499								
TF1	499	1.00	5.00	3.7054	1.21874	-.932	.109	-.092	.218
TF2	499	1.00	5.00	3.7074	1.21013	-.939	.109	-.058	.218
TF3	499	1.00	5.00	3.6994	1.22467	-.945	.109	-.084	.218
GMC1	499	1.00	5.00	3.6713	1.27385	-.870	.109	-.267	.218
GMC2	499	1.00	5.00	3.5972	1.35774	-.726	.109	-.709	.218
GMC3	499	1.00	5.00	3.5671	1.35215	-.696	.109	-.743	.218
AI1	499	1.00	5.00	3.7415	1.21541	-.970	.109	-.024	.218
AI2	499	1.00	5.00	3.7715	1.21400	-1.015	.109	.075	.218
AI3	499	1.00	5.00	3.8477	1.16027	-1.133	.109	.500	.218
EC1	499	1.00	5.00	3.7295	1.21609	-1.010	.109	.137	.218
EC2	499	1.00	5.00	3.7355	1.21494	-1.054	.109	.235	.218
EC3	499	1.00	12.00	3.6433	1.33872	-.351	.109	2.460	.218

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness Statistic	Skewness Std. Error	Kurtosis Statistic	Kurtosis Std. Error
SS1	499	1.00	5.00	3.8798	1.10928	-1.179	.109	.900	.218
SS2	499	1.00	5.00	3.8717	1.09011	-1.219	.109	1.086	.218
LS1	499	1.00	5.00	3.8517	1.13100	-1.169	.109	.716	.218
LS2	499	1.00	5.00	3.4349	1.37434	-.621	.109	-.942	.218
LS3	499	1.00	5.00	3.4749	1.36246	-.660	.109	-.866	.218
SE1	499	1.00	8.00	3.7174	1.23630	-.865	.109	.205	.218
SE2	499	1.00	42.00	3.7916	2.11151	11.736	.109	215.291	.218
SE3	499	1.00	8.00	3.7094	1.23768	-.870	.109	.208	.218
SE4	499	1.00	8.00	3.6994	1.24096	-.851	.109	.158	.218
PC1	499	1.00	5.00	3.7054	1.27511	-.917	.109	-.222	.218
PC2	499	1.00	5.00	3.6733	1.28769	-.869	.109	-.335	.218
PC3	499	1.00	5.00	3.6934	1.29106	-.927	.109	-.230	.218
Valid N (listwise)	499								
EST1	499	1.00	5.00	3.8818	1.10132	-1.186	.109	.939	.218
EST2	499	1.00	5.00	3.8938	1.14367	-1.182	.109	.746	.218
EST3	499	1.00	5.00	3.9118	1.11589	-1.210	.109	.915	.218
NEU1	499	1.00	5.00	3.8798	1.10928	-1.179	.109	.900	.218
NEU2	499	1.00	5.00	3.8717	1.09011	-1.219	.109	1.086	.218
NEU3	499	1.00	5.00	3.9920	1.04705	-1.249	.109	1.194	.218
EFF1	499	1.00	5.00	3.8677	1.11693	-1.204	.109	.921	.218
EFF2	499	1.00	5.00	3.8116	1.15495	-1.096	.109	.538	.218
EFF3	499	1.00	5.00	3.7675	1.23294	-1.041	.109	.156	.218
LOC1	499	1.00	5.00	3.5972	1.35774	-.726	.109	-.709	.218
LOC2	499	1.00	5.00	3.5671	1.35215	-.696	.109	-.743	.218
LOC3R	499	1.00	5.00	3.0922	1.46153	-.083	.109	-1.423	.218
Valid N (listwise)	499								
POS1	499	1.00	7.00	4.4168	1.71064	-.213	.109	-.679	.218
POS2	499	1.00	7.00	4.5571	1.62011	-.316	.109	-.399	.218
POS3	499	1.00	7.00	4.6433	1.60227	-.376	.109	-.478	.218
POS4	499	1.00	7.00	4.6774	1.63978	-.469	.109	-.392	.218
POS5	499	1.00	7.00	4.6393	1.67971	-.364	.109	-.642	.218
POS6	499	1.00	7.00	4.5992	1.66938	-.309	.109	-.646	.218
POS7	499	1.00	7.00	4.7595	1.63492	-.334	.109	-.688	.218
POS8	499	1.00	7.00	4.6593	1.61325	-.315	.109	-.506	.218
CL1	499	1.00	5.00	3.2124	1.15946	-.405	.109	-.553	.218
CL2	499	1.00	5.00	2.7856	1.19071	-.017	.109	-.950	.218
PSS1	499	1.00	7.00	4.4810	1.72425	-.355	.109	-.664	.218
PSS2	499	1.00	7.00	4.4830	1.70789	-.291	.109	-.676	.218
PSS3	499	1.00	7.00	4.5711	1.72288	-.334	.109	-.689	.218
PSS4	499	1.00	7.00	4.4349	1.73242	-.297	.109	-.683	.218
PSS5	499	1.00	7.00	4.4749	1.62710	-.254	.109	-.546	.218

PSS6	499	1.00	7.00	4.4790	1.67580	-.353	.109	-.631	.218
Valid N (listwise)	499								
CS1	499	1.00	7.00	4.0200	1.81238	-.225	.109	-.951	.218
CS2	499	1.00	7.00	3.9880	1.82019	-.193	.109	-.992	.218
CS3	499	1.00	7.00	4.0040	1.79468	-.224	.109	-.934	.218
CS4	499	1.00	7.00	4.0321	1.81221	-.227	.109	-.950	.218
CS5	499	1.00	7.00	3.9940	1.85248	-.193	.109	-1.036	.218
Valid N (listwise)	499								

Results of Factor Loadings from Exlporatory Factor Analysis

Total Variance Explained- Career Transition Management

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.154	58.703	58.703	11.154	58.703	58.703	5.548	29.198	29.198
2	2.298	12.093	70.795	2.298	12.093	70.795	5.503	28.965	58.163
3	1.923	10.123	80.918	1.923	10.123	80.918	4.323	22.755	80.918
4	.813	4.279	85.197						
5	.596	3.137	88.334						
6	.352	1.853	90.187						
7	.294	1.550	91.737						
8	.238	1.251	92.988						
9	.196	1.033	94.021						
10	.191	1.005	95.026						
11	.166	.871	95.897						
12	.141	.741	96.638						
13	.131	.687	97.325						
14	.126	.664	97.989						
15	.116	.609	98.598						
16	.095	.499	99.097						
17	.068	.359	99.457						
18	.061	.320	99.777						
19	.042	.223	100.000						

Total Variance Explained – Career Anchors

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.271	34.463	34.463	3.197	13.319	13.319
2	2.843	11.845	46.309	3.081	12.838	26.158
3	2.176	9.067	55.376	2.760	11.501	37.658
4	1.713	7.139	62.515	2.696	11.232	48.891
5	1.650	6.873	69.388	2.619	10.913	59.804
6	1.272	5.301	74.689	2.389	9.954	69.758
7	1.168	4.866	79.556	1.864	7.768	77.527
8	1.143	4.762	84.318	1.630	6.791	84.318
9	.568	2.368	86.686			
10	.517	2.155	88.841			
11	.438	1.826	90.667			

12	.377	1.569	92.236			
13	.284	1.185	93.422			
14	.238	.993	94.414			
15	.214	.892	95.306			
16	.202	.842	96.149			
17	.191	.797	96.946			
18	.148	.618	97.563			
19	.130	.541	98.104			
20	.129	.539	98.643			
21	.114	.476	99.119			
22	.098	.409	99.528			
23	.071	.295	99.823			
24	.042	.177	100.000			

Total Variance Explained – CSE

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.327	36.061	36.061	2.539	21.162	21.162
2	2.506	20.887	56.949	2.376	19.799	40.961
3	1.447	12.057	69.006	2.320	19.333	60.294
4	1.163	9.692	78.697	2.208	18.403	78.697
5	.503	4.189	82.886			
6	.411	3.425	86.311			
7	.383	3.190	89.501			
8	.369	3.079	92.580			
9	.294	2.453	95.033			
10	.237	1.979	97.012			
11	.217	1.807	98.818			
12	.142	1.182	100.000			

Total Variance Explained – OF

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.299	45.621	45.621	5.722	35.764	35.764
2	3.627	22.667	68.287	4.790	29.939	65.703
3	1.064	6.648	74.936	1.477	9.233	74.936
4	.581	3.631	78.567			
5	.516	3.223	81.790			
6	.401	2.509	84.299			
7	.390	2.440	86.740			
8	.363	2.268	89.008			
9	.319	1.996	91.004			
10	.284	1.775	92.779			
11	.251	1.566	94.345			

12	.215	1.344	95.690			
13	.211	1.319	97.009			
14	.184	1.151	98.160			
15	.164	1.028	99.187			
16	.130	.813	100.000			

Total Variance Explained – CS

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	3.965	79.295	79.295
2	.497	9.933	89.227
3	.249	4.972	94.199
4	.177	3.547	97.746
5	.113	2.254	100.000

Extraction Method: Principal Component Analysis.

Reliability Statistics

Item-Total Statistics – CTM

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
This is not one of those times in my life when I really feel propelled to make a career transition	66.86	299.660	.802	.849	.957
I do not feel much internal "push" to work hard at this career transition	67.05	297.108	.813	.849	.957
I never have been able to go through career transition very easily. I doubt I will this time.	67.17	299.037	.738	.899	.958
The magnitude of this career transition is impossible to deal with	67.18	299.082	.729	.902	.958
The risks of career transition seem too great given my current resources and the potential pay-offs.	66.99	298.622	.803	.920	.957
I don't feel that I have the talent to make a career transition that I will feel good about.	67.00	300.558	.752	.786	.958
In dealing with aspects of this career transition, I am unsure whether I can handle it.	66.91	311.414	.561	.433	.960
The risk of changing career seems serious to me	67.10	300.976	.791	.839	.957
The risks of this career transition are high but I am willing to take the chance	67.09	302.844	.762	.768	.958

Even though there are risks, I think there is a realistic hope in finding a better career choice	67.14	302.829	.683	.813	.959
My effort, creativity, and motivation will lead me to a new career	67.09	303.592	.733	.778	.958
Some would say that this career transition is a risky venture, but the risk does not bother me	67.12	302.639	.735	.777	.958
Even though the solution to this career transition is not readily apparent, I believe I will successfully work through it.	67.01	302.889	.780	.912	.958
I believe I am ready to risk some of the security I now have in my current career in order to gain something better	67.17	303.389	.699	.865	.959
People whom I respect have said they think I can make this career transition successfully	67.12	303.806	.737	.904	.958
It is hard for me to juggle this career transition given the responsibilities I feel for people in my life	67.26	304.080	.685	.859	.959
Career choices affect others and I must take the needs of others into account when making a career transition	67.12	302.472	.733	.803	.958

My family is important to me but I can't place much importance on their desires with regard to this career transition	67.11	304.377	.707	.741	.959
While family and relationship needs are important to me, when it comes to this career transition, I feel I must focus on my own needs	67.14	305.383	.696	.796	.959

Item-Total Statistics – CA

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I want to be really good at my job, one of the best, an expert.	85.21	275.129	.538	.843	.898
I really feel most satisfied when I am able to manage the work of others to achieve a common goal.	85.21	274.794	.551	.828	.898
Ideally I want to do things my way and to my own timetable	85.22	274.807	.544	.836	.898
I would much rather build my own business than be the boss in someone else's.	85.25	272.428	.579	.482	.897
I believe that security and stability are much more important than having the freedom to choose how I work	85.32	290.175	.138	.735	.907
My ideal career will enable me to integrate all of my needs- whether work, personal or family	85.35	290.225	.137	.735	.907
It is important to me that I use my talents to further the greater good	85.18	272.436	.610	.876	.897

I get a kick out of solving the unsolvable or winning against the odds	85.15	272.898	.599	.820	.897
I will only feel really successful when I have the freedom to define my work	85.07	275.537	.558	.900	.898
I feel most satisfied and fulfilled when I am able to use my expertise, talents and skills.	85.19	276.464	.505	.766	.899
I would like to start my own business one day.	85.18	280.448	.404	.769	.901
I would be very uncomfortable working in an organisation that took a lot of risks. I prefer to work for an organisation that offers stability and security.	85.28	276.891	.442	.748	.900
I would rather seek employment elsewhere than move to a role that seriously undermined my ability to serve the greater goods or others.	85.04	280.669	.443	.411	.900
I prefer to work on projects that really challenge my problem solving skills and have a competitive element	85.05	280.343	.462	.434	.900
I would rather find a new job than accept a role that puts constraints on how I do my work	85.07	278.690	.488	.627	.899
Balancing my work with my family and personal commitments is more important to me than a senior position.	85.48	274.463	.484	.695	.899
One day I would like to be the boss, in charge of a whole organisation.	85.44	272.207	.541	.711	.898

Reaching a position of seniority in my area of expertise is far more important to me than becoming a more senior general manager.	85.20	269.351	.678	.830	.895
Working on difficult problems is more important to me than achieving a high level position	85.13	269.056	.359	.418	.906
My preference in choosing a role would be to seek out opportunities that minimise any interference with my personal life (family, friends, etc)	85.21	269.395	.676	.835	.895
I would feel really fulfilled if I was able to create an enterprise that was primarily the result of my ingenuity, skills and efforts	85.22	269.506	.671	.840	.895
Job security and financial independence are really important to me	85.21	270.522	.625	.810	.896
I would rather become a general manager with broader responsibilities than become a senior functional manager in my area of expertise.	85.25	268.945	.658	.844	.895
I want to make a difference in my career. I will only be truly satisfied if I feel I have made a real contribution to society.	85.23	269.292	.647	.837	.896

Item-Total Statistics – CSE

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am confident I get the success I deserve in life	41.25	58.470	.509	.576	.799
Sometimes I feel depressed	41.24	57.665	.534	.560	.797
When I try, I generally succeed	41.22	58.013	.529	.554	.798
Sometimes when I fail I feel worthless	41.25	58.700	.489	.493	.801
I complete tasks successfully	41.26	59.082	.476	.503	.802
Sometimes, I do not feel in control of my work	41.14	59.693	.461	.501	.803
Overall, I am satisfied with myself	41.27	58.288	.511	.614	.799
I am filled with doubts about my competence	41.32	57.199	.556	.608	.795
I determine what will happen in my life	41.37	56.606	.546	.606	.795
I do not feel in control of my success in my career	41.54	57.667	.424	.743	.807
I am capable of coping with most of my problems	41.57	57.788	.420	.768	.808
There are times when things look pretty bleak and hopeless to me	42.04	60.510	.246	.593	.826

Item-Total Statistics – OF

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The organisation strongly considers my goals and values	65.46	262.646	.680	.719	.913
The organisation would understand a long absence due to my illness	65.32	264.831	.679	.735	.913
Help is available from the organisation when I have a problem	65.23	265.294	.679	.696	.913

It would take only small decrease in my performance for the organisation to want to replace me	65.20	266.138	.644	.670	.914
The organisation feels there is little to be gained by employing me for the rest of my career	65.23	263.300	.682	.739	.913
The organisation provides me little opportunity to move up the ranks	65.27	263.011	.692	.742	.913
Even if I did the best job possible, the organisation would fail to notice	65.11	269.455	.580	.637	.916
The organisation would grant a reasonable request for a change in my working conditions	65.21	267.831	.622	.577	.915
If I were laid off, the organisation would prefer to hire someone new rather than take me back	66.66	282.032	.511	.376	.918
The organisation is willing to help me when I need a special favour	67.09	286.779	.374	.288	.921
The organisation cares about my general satisfaction at work	65.39	265.376	.622	.761	.915
If given the opportunity, the organisation would take advantage of me	65.39	266.399	.609	.727	.915
If I decided to quit, the organisation would try to persuade me to stay	65.30	265.312	.624	.706	.915
The organisation cares about my opinions	65.44	265.359	.619	.701	.915
If the organisation earned a greater profit, it would consider increasing my salary	65.40	268.385	.605	.731	.915
The organisation wishes to give me the best possible job for which I am qualified	65.39	265.585	.639	.765	.914

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My supervisors are proud that I am a part of this organisation	65.46	262.646	.680	.719	.913
My organisation is able to adjust to changing situations through innovation and creativity	65.32	264.831	.679	.735	.913

Item-Total Statistics - CS

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am satisfied with the success I have achieved in my career	16.02	43.777	.770	.654	.930
I am satisfied with the progress I have made toward meeting my overall career goals	16.05	42.646	.823	.729	.920
I am satisfied with the progress I have made toward meeting my goals for income	16.03	42.402	.851	.733	.915
I am satisfied with the progress I have made toward meeting my goals for advancement	16.01	42.608	.830	.799	.919
I am satisfied with the progress I have made toward meeting my goals for the development of new skills	16.04	41.657	.854	.818	.914

Validity Reports and Correlations

Career Anchors

	CR	AVE	LS	SE	TF	AI	PC	GMC	EC	SS
LS	0.882	0.789	**0.888**							
SE	0.861	0.683	0.479	**0.826**						
TF	0.941	0.842	0.546	0.404	**0.918**					
AI	0.944	0.848	0.297	0.340	0.337	**0.921**				
PC	0.928	0.865	0.316	0.541	0.320	0.532	**0.930**			
GMC	0.967	0.937	0.343	0.427	0.529	0.430	0.388	**0.968**		
EC	0.879	0.785	0.220	0.275	0.236	0.457	0.414	0.219	**0.886**	
SS	0.763	0.618	-0.067	0.224	0.046	0.198	0.211	0.214	0.118	**0.786**

Core Self Evaluation

	CR	AVE	MSV	MaxR(H)	EST	LOC	EFF	NEU
EST	0.848	0.650	0.343	0.848	**0.806**			
LOC	0.910	0.772	0.028	0.950	0.097	**0.878**		
EFF	0.867	0.684	0.228	0.962	0.478	0.168	**0.827**	
NEU	0.816	0.597	0.343	0.968	0.586	0.070	0.459	**0.772**

Organization Factors and Career Success

	CR	AVE	MSV	MaxR(H)	CS	POS	PSS	CL
CS	0.925	0.713	0.165	0.935	**0.844**			
POS	0.944	0.678	0.164	0.970	0.369	**0.823**		
PSS	0.946	0.744	0.263	0.981	0.406	0.315	**0.863**	
CL	0.891	0.804	0.263	0.983	0.391	0.405	0.513	**0.897**

Career Transition Management

	CR	AVE	MSV	MaxR(H)	R	CNF	DEC
R	0.930	0.730	0.376	0.964	**0.854**		
CNF	0.939	0.793	0.391	0.977	0.598	**0.891**	
DEC	0.947	0.817	0.391	0.984	0.613	0.625	**0.904**