

Do Cynicism, Self-Efficacy and Career Satisfaction have any impact on Boundaryless Career Orientation of IT employees?

Prof. (Dr.) Kiran Mor

Professor, Department of Humanities and Social Sciences, National Institute of Technology (NIT), Kurukshetra, Haryana.

Dr. Pankaj Kumar

Associate Professor, Department of Commerce, Kamala Nehru College, Delhi University, Delhi.

Dr. Anshu Lochab

Assistant Professor, Department of Business Administration, Maharaja Surajmal Institute, Affiliated to GGSIPU, Delhi.

Dr. Beena Devi

Assistant Professor, Department of Business Administration, Maharaja Surajmal Institute, Affiliated to GGSIPU, Delhi.

1. Introduction:

India's impression on the world is that it is the fastest growing economy in terms of IT sector. IT sector has contributed to India's growth to a greater extent by inventing, reinventing and transforming itself in a short span of time. IT sector has seen a growth of around 35% every year in the past two decades and is still growing. It has not only stabilized the regional development but has also empowered the country's diverse human resources, but most importantly it has put the country on the global map. Also, the flourishing Indian economy has facilitated the IT sector to sustain its competitiveness in the global market.

The dominance of the IT job market is because of many factors, which include prolific growth of the Internet and e-commerce, lesser hardware and software prices allowing more businesses to upgrade their technology, rising demand for information security specialists spurred by the escalating frequency and sophistication of cyber-crimes, the emergence of smarter applications enabling companies to analyze data and develop unprecedented business. Technology changes with the speed of blink of an eye, and so do changes individual's career aspirations. Thus, loyalty for a single employer has bought into two major trends, namely, the 'push' factor of technology which is characterized by adaptable, flexible and autonomous traits, whereas, the second 'pull' factor is explained by apt work-life balance. Indeed, both the factors have changed the entire career orientation of employees.

Research on career has a rich history, however there is a transit in career patterns and research focus.^{89,78} The difference of opinion by individual characteristics and perception of work and career success with different kaleidoscope has affected the career research.¹⁰¹ The research on career always remains an alarming framework, and career development has always been considered as dominant ramification of human resource development. The conventional definition quoted by Wilensky (1961) defined Career as "succession of related jobs arranged in a hierarchy of prestige, through which people move in ordered (more or less predictable), sequence". A more simpler definition given by Arthur *et al.* (1989) defined career as the evolving sequence of a person's work experiences over time – the latter definition being most frequently used today.

The emergence of traditional upward career path and demise of organizational career leads to different career patterns i.e., protean career and boundary less career. The new career patterns

are characterized by disruptions and non-linearity, and individuals are now responsible for their own career advancements. In the modern career approach, a change from psychological contract is explained as change in the relationship between employer and employee from organizational career to protean career. This exposition that has changed the psychological contract, took place in the last decade.

2. Theoretical Framework

2.1 Boundaryless Career: highlights an independent, self-driven, and subjectively addressed career concept surpassing the boundaries of a single employment setting.

Frequent changes in the organizational structure have enforced the employees to encounter friction within and between organizations. This has led to job loss and disruptions in career planning, resulting into major shift in career patterns from “bounded” career to “boundaryless” career which is attributed to uncertainty and flexibility. It is not individuals who have become less stable as employees, rather it’s employment which has become more flexible. The flexibility is attributed to the continuous globalization of product and labor markets and changing trends of consumer demand and market segmentation. It can be said that the emergence of flexibility in employment has preceded the emergence of boundaryless career.

In nutshell, the boundaryless career does not characterize any single career form, instead a range of career options that explains traditional employment assumptions. This new career patterns reflect results of individual’s attempt to come to terms with changes in the opportunity structures they deal. Table 1.1 explains the change of career profile from boundary to boundaryless.

Table: 1 Competency Profile of Boundaryless versus Bounded Careers

Competency	Career Profile	
	Bounded	Boundaryless
Knowing-why	Employer-dependent	Employer-independent
Knowing-how	Specialized	Flexible
Knowing whom		
Locus	Intra-firm	Inter-firm
Structure	Hierarchic	Non-hierarchic
Process	Prescribed	Emergent

Source: Arthur and Rousseau, 1996

Boundaryless career is constituted by two dimensions, namely Physical mobility and psychological mobility.

- **Physical mobility** represents an individual’s actual movement across boundaries of jobs, professions, organizations and countries. It is derived that an individual may have a desire to stay in a single organization or prefer a career in different organization. People who are disposed to physical mobility do not find working continuously for same organization as exciting. It’s always advantageous to look for job opportunities outside rather than staying in same organization where they are well-known. Physical mobility dimension is a tool to measure the employees interest in an organization. Those who are in-active or desk-bound are expected to continue with their organizations and those who are adventuresome move in different organizations to excel their career and to gain a good knowledge base, personal growth and more

favorable benefits elsewhere. Physical mobility affects the career attitudes leading to the **Organizational mobility preference** which means an individual's strength of interest of staying with same organization or multiple employers. This kind of attitude is through pursuit of personal growth and new learning. Mobility with respect to inter-organization is associated with rise in salaries because employees stay with the same organization till they get good percentage growth in their base salary. Although physical mobility facilitates subjective career success but it has been argued that individuals look for opportunities outside when they are not satisfied with their current achievements.

- Another dimension of boundaryless career is **psychological mobility** dimension which explains the boundaries that individuals do not cross physically but it only exists in the mind of career actor. Psychological mobility is a thought of networking, having interactions and finding out opportunities outside that are beneficial. This enhances an individual's skills and knowledge since it gets an access to other people's capacity. It involves being comfortable and ready to create and sustain active relationships in and outside organization boundaries. Inclination towards psychological mobility is supported by existence of **Boundaryless Mobility** which is linked to an attitude of an individual to surpass organizational boundaries and feeling comfortable in networking with people from different organizations and experiencing new situations. With boundaryless mobility, an individual develop and enhances his own competencies by accessing other people's resources, expertise and learning.

However, the traditional definitions of career have been redefined in the twenty first century due to economic pressures and subsequent organizational restructuring. The context in which individuals develop their careers and the implications they attach to the different activities in which they engage are considered as key elements in understanding self-managed careers. People experienced career shift in big count towards new career dimensions, reflected as 'boundaryless career' or 'Post-corporate career' and Protean career. In pursuing these new types of careers, expectations changed on organization and individuals' front leading to evolution of entirely new psychological contracts. This transition has developed conscious stimuli where employees are able to hear their inner feelings.

A boundaryless career prevails when the individual is allowed to surpass the boundary of a single employer. Such career patterns include career opportunities with many employers via job shift. Advancements is through recognition from outside networking and it elucidates career independent of organization.

2.2 Self-efficacy is defined as "beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments" (Bandura, 1997, p. 3). It is a deep-rooted construct in the field of educational psychology (Murphy & Alexander, 2000). Also, a vital motivational part of most self-regulation models including Zimmerman's (2005). Self-efficacy theory necessitates interacting with the environment and a desire to attain the cognitive, social, and behavioural skills required to frame strategies. Self-efficacy is an individual's belief self-beliefs about the capabilities one holds to accomplish an endeavour. It is viewed as the most important and all-encompassing explanation of personal agency (Bandura 1989). Probability of initiating a task may be partially explained by the extent to which an individual believes he or she can effectively perform the behavior (Bandura 1977, 1986).

2.3 Cynicism:

Recently, the notion of cynicism has attracted attention especially at workplace. However, it is thought that there will be a lot of theoretical and empirical studies on cynicism and organizational and managerial factors related to cynicism. Cynicism, which is defined as an individual's having negative feelings, such as anger, disappointment, hopelessness, brings about many problems both for the staff and organizations (Özler Ergun et al., 2010:48). In the literature there are five basic centers in conceptualizing cynicism. These are as follows; personality center, society/institution center, vocational center and organizational change center (Dean et al. 1998:344). These five centers, which are approached as the types of organizational cynicism (Özgener et al., 2008:58; Kalağan, 2009:55).

2.4 Career Satisfaction:

Along with the subjective career success, individuals are also evaluating their own career satisfaction with reference to self-defined standards, needs, values, career stage, and aspirations (Betz & Fitzgerald, 1987; Gattiker&Larwood, 1988). Few of the scholars have used the term career satisfaction as a sole indicator of subjective career success (Judge *et al.*, 1995).

Gap Analysis:

Through the extensive literature it has been observed that very less emphasis is given to the individual's boundaryless career orientation. Along with this, there are very studies available on cynicism and career satisfaction in India.

Objectives:

1. To analyze the impact of cynicism, self-efficacy & career satisfaction on boundaryless career orientation of IT employees in Delhi-NCR.
2. To assess the impact of demographic characteristics of IT employees on their boundaryless career orientation in Delhi-NCR.

Hypotheses:

Keeping in view the above mentioned objectives, the following null hypotheses are reformulated:

Ho1: There is no significant difference of cynicism on boundaryless career orientation of IT professionals.

Ho2: There is no significant difference of self-efficacy on boundaryless career orientation of IT professionals.

Ho3: There is no significant difference of career satisfaction on boundaryless career orientation of IT professionals.

Ho4: There is no significant difference among demographic characteristics of IT professionals on boundaryless career orientation.

In order to test the above mentioned hypotheses a hypothesized model has been proposed for the current study as mentioned below in figure 1.1:

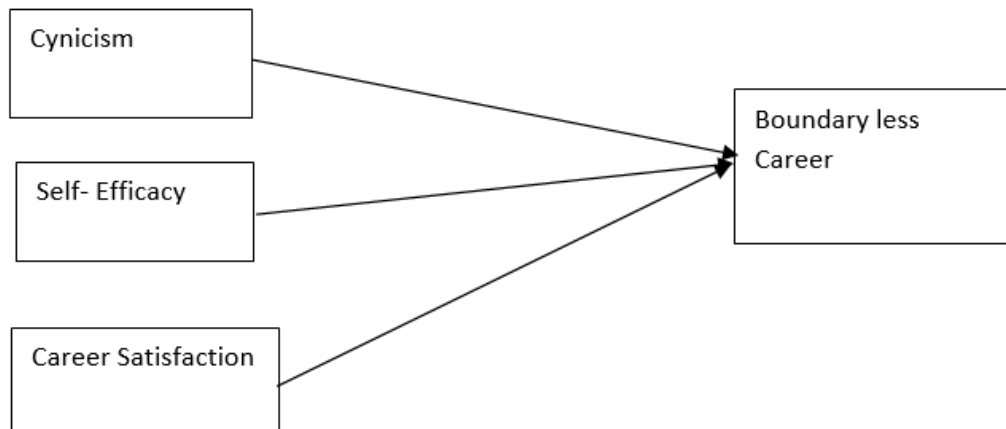


Figure 1.1: Proposed model for the study indicating; Cynicism, Self-efficacy, Career Satisfaction and Boundary less Career

3. Method

Participants and procedures

In the current study a survey was conducted using standardised questionnaire with the 300 IT employees of Delhi and National Capital Region (NCR). Out of the distributed 450 questionnaires only 353 were received, 300 complete and valid questionnaires were used for the analysis part.

Design/methodology/approach: The data were gathered from a sample of 300 IT employees in Delhi-NCR. CFA (Confirmatory Factor Analysis) was used to check the validity, ANOVA and t-tests were used to check the hypothesis of the study.

Findings: The results demonstrated that their demographic characteristics has a strong impact on boundary less career orientation. Cynicism has negative impact on boundaryless career orientation. Along with, career satisfaction and self-efficacy have a positive impact on the career orientation.

Research limitations/implications: The paper provides an empirical framework to explain protean career orientation based on the literatures.

Practical implications: The findings provide implications to the policy makers of the IT companies. Practical interventions are recommended to support IT employees towards new career developments.

Social implications: This paper supports individuals new career patterns.

Originality/ value: This paper provides new dimensions into the career profiles of IT employees.

Measures

Cynicism. It is measured using six statements, holding a reliability value of 0.728, CR= 0.939, and AVE =0.668 derived from the above measures were found appropriate for the current study. It has been also found that all mentioned statistical analysis in table no.1 were perfectly suitable for the current study. The researcher has used the Likert five scale (1=strongly disagree; 5= strongly agree) to measure the response of the respondents.

Self- Efficacy. It is measured using seven statements, holding a reliability value of 0.860, CR= 0.811, and AVE =0.609 derived from the above measures were found appropriate for the current study. It has been also found that all mentioned statistical analysis in table no.1 were perfectly suitable for the current study. The researcher has used the Likert five scale (1=strongly disagree; 5= strongly agree) to measure the response of the respondents.

Table 2 Descriptive Analysis

Construct/alpha/CR/AVE	Items	Factor Loading
Cynicism (alpha= 0.728; CR=0.939; AVE=0.668),	CN1	0.706
	CN2	0.705
	CN3	0.884
	CN4	0.789
	CN5	0.854
	CN6	0.717
Self- Efficacy (alpha=0.860; CR=0.811; AVE=0.609),	SE1	0.783
	SE2	0.769
	SE3	0.877
	SE4	0.826
	SE5	0.899
	SE6	0.732
	SE7	0.866
Career Satisfaction (alpha=0.772, CR= 0.905; AVE=0.642),	AV1	0.775
	AV2	0.810
	AV3	0.720
	AV4	0.872
	AV5	0.742
	AV6	0.876
	AV7	0.889
	AV8	0.740
Boundary less Career (alpha=0.912; CR=0.766; AVE=0.518),	BLC1	0.866
	BLC2	0.881
	BLC3	0.733
	BLC4	0.864
	BLC5	0.811
	BLC6	0.711
	BLC7	0.794
	BLC8	0.803

Source: Researcher's Own

Career Satisfaction. It is measured using eight statements, holding a reliability value of 0.772, CR= 0.905, and AVE =0.642 derived from the above measures were found appropriate for the current study. It has been also found that all mentioned statistical analysis in table no.1 were perfectly

suitable for the current study. The researcher has used the Likert five scale (1=strongly disagree; 5= strongly agree) to measure the response of the respondents.

Boundaryless Career. It is measured using eight statements, holding a reliability value of 0.7912, CR= 0.766, and AVE =0.518 derived from the above measures were found appropriate for the current study. It has been also found that all mentioned statistical analysis in table no.1 were perfectly suitable for the current study. The researcher has used the Likert five scale (1=strongly disagree; 5= strongly agree) to measure the response of the respondents.

Table 3. Model-fit Indices

	CMIN/DF	GFI	CFI	TLI	IFI	RMSEA
Model 1	2.196	0.904	0.955	0.929	0.958	0.071

Source: Researcher's Own

The CFA method primarily conclude that how specific factor in the model represent the data. It can be assessed using the model fit indices. If parameters of model fits are found to be good, the model gets validated. The integrated model has been found with a good fit. The model is showing the values mentioned such as CMIN/df = 2.196; GFI = 0.904; CFI=0.955; TLI = 0.929, IFI=0.958 and RMSEA=0. 071.The model used in this study has indicated the significant path statistically. All paths are found statistically significant here $p < 0.05$.

Table 4. Regression Analysis

Path	Estimate	Std Error*	t*	Sig.*	Hypothesis
Cynicism and boundary less career (R ² =0.311)	0.391	0.131	12.86	0.000	Supported
Self- Efficacy and boundary less career (R ² =0.461)	0.336	0.132	10.40	0.000	Supported
Career Satisfaction and boundary less career (R ² =0.567)	0.212	0.124	17.26	0.000	Supported

Source: Researcher's Own

The regression table 4 indicated the Cynicism is associated with boundary less career. Where $b = (0.391)$, $se = (0.139)$, $t = (12.86)$ and $p < 0.05$. therefore, the hypothesis (H1) is supported in the study. The regression table 4 indicated the self-efficacy is associated with boundary less career. Where $b = (0.336)$, $se = (0.132)$, $t = (10.40)$ and $p < 0.05$. therefore, the hypothesis (H2) is supported in the study. The regression table 4 indicated the Career Satisfaction is associated with boundary less career. Where $b = (0.212)$, $se = (0.124)$, $t = (17.26)$ and $p < 0.05$. therefore, the hypothesis (H3) is supported in the study.

Discussion

Cynicism is a multifaceted phenomenon, and multiple factors can lead to cynicism. We know some of its determinants, but the interplay between several determinants is not well understood yet. Research clearly suggests that high Cynicism and boundary less career are related. Likewise, it was also evident that self-efficacy and career satisfaction is related with boundary less career orientation. Boundaryless orientation is prominently impacted by these variables studies in this

research. This article talks about various underlying ideas in contemporary career theory. Boundaryless career attributes of inter-organizational career mobility and extra-organizational career support have often been neglected. Career success research makes inconsistent use of contemporary career theory, particularly regarding the interdependence of subjective and objective career success and how this interdependence unfolds over time.

Implication

In the mid-1990s, the statement – about “independence from, rather than dependence on, traditional organizational career arrangements” focus among management schools on organizational careers. In total, 20 years later, perhaps the most essential point is to celebrate the debate we have shared. The distinction between organizational careers and boundary less careers may still, for now, be a useful point of departure. However, if it is to still be useful it needs to take us further, from organizational careers to boundary less careers. Understanding of these career practices in the market will help the managers to prepared their career policies effectively. There are lots of scope for researchers and academicians to explore various aspects of boundary less career.

Conclusion, Limitations and Future Scope for Research

The study has explored the role of cynicism, self-efficacy and career satisfaction of boundary less career. However, appropriate measures have been taken to conduct this study. But the study is not free from limitations as well. First, the generalization of the results cannot be made in other sectors. Second, the sample size of the study was small. For further research, cross-cultural samples are appreciated for the study. Third, the study was limited to the use of quantitative research tools only. Further, research work can be carried out using a qualitative research approach as well. Future research can be suggested, which can include other essential factors of boundaryless career such as protean career orientation (self-directed and value- driven), ethical norms, individual personality traits, emotional intelligence etc. Similar studies can be conducted in the other area as well.

References:

- [1] Arthur, M. B., Arthur, M. B., Hall, D. T., & Lawrence, B. S. (Eds.). (1989). *Handbook of career theory*. Cambridge University Press.
- [2] Arthur, M.B. (2008), “Examining contemporary careers: a call for research results suggest that proactive personality interdisciplinary inquiry”, *Human Relations*, Vol. 61 No. 2, pp. 163-186.
- [3] Arthur, M.B. and Rousseau, D.M. (1996), *Introduction: The Boundaryless Career as a New Employment Principle*, Oxford University Press, New York, NY.
- [4] Arthur, M.B., Khapova, S.N. and Wilderom, C.P. (2005), “Career success in a boundaryless career world”, *Journal of Organizational Behavior*, Vol. 26 No. 2, pp. 177-202.
- [5] Arthur, M. B., & Rousseau, D. M. (1996). A career lexicon for the 21st century. *Academy of Management Perspectives*, 10(4), 28-39.
- [6] Bakker, A.B., Tims, M. and Derks, D. (2012), “Proactive personality and job performance: the role of job crafting and work engagement”, *Human Relations*, Vol. 65 No. 10, pp. 1359-1378.

- [7] Betz, N. E., & Fitzgerald, L. F. (1987). *The career psychology of women*. Academic Press.
- [8] Bandura, A. (2006). Guide for constructing self-efficacy scales. *Self-efficacy beliefs of adolescents*, 5(1), 307-337.
- [9] Hall, D.T. (1996), "Protean careers of the 21st century", *The Academy of Management Executive*, Vol. 10 No. 4, pp. 8-16.
- [10] Hall, D.T. (2004), "The protean career, a quarter-century journey", *Journal of Vocational Behavior*, Vol. 65 No. 1, pp. 1-13.
- [11] Hall, D.T. and Mirvis, P.H. (1995), "The new career contract: developing the whole person at midlife and beyond", *Journal of Vocational Behavior*, Vol. 47 No. 3, pp. 269-289
- [12] Murphy, P. K., & Alexander, P. A. (2000). A motivated exploration of motivation terminology. *Contemporary educational psychology*, 25(1), 3-53.
- [13] Ozler, DE, & Atalay, CG (2011). A research to determine the relationship between organizational cynicism and burnout levels of employees in health sector. *Business and management review*, 1 (4), 26-38.
- [14] Judge, T. A., Cable, D. M., Boudreau, J. W., & Bretz Jr, R. D. (1995). An empirical investigation of the predictors of executive career success. *Personnel psychology*, 48(3), 485-519.
- [15] Wilensky, H. L. (1961). Orderly careers and social participation: The impact of work history on social integration in the middle mass. *American sociological review*, 521-539.
- [16] Zimmerman, S., Williams, C. S., Reed, P. S., Boustani, M., Preisser, J. S., Heck, E., & Sloane, P. D. (2005). Attitudes, stress, and satisfaction of staff who care for residents with dementia. *The Gerontologist*, 45(suppl_1), 96-105.
- [17] Walia, Suneet. "Effect of Job Satisfaction Factors on Employee Performance (A Study in Selected Public Sector Banks in India)." *International Journal of Human Resource Management and Research (IJHRMR)* 9.2 (2019): 129-40.
- [18] SALVE, NAINA, and RADHA IYER. "A Study of Retention of Blue Collar Workers in Manufacturing Sector." *International Journal of Business* 8.6 (2018).
- [19] Verma, Vibha. "Working Mothers' and Their Adolescents' View About Career Aspiration and Profession." *International Journal of Environment, Ecology, Family and Urban Studies (IJEEFUS) ISSN (P)* (2016): 2250-0065.
- [20] RANI, G. SWARUPA, and BANU NASREEN. "RELATIONSHIP BETWEEN LIFE-SATISFACTION AND WISDOM OF RETIRED PROFESSIONALS." *International Journal of Educational Science and Research (IJESR)* 8 (2018): 19-24.
- [21] Qazi, S. A. Y. E. E. D. U. Z. Z. A. F. A. R., and MOHAMMAD SALEH Miralam. "Human Resources Management Practices And Job Satisfaction In Critical Economy: An Empirical Study Of Private Banking Sector Of Saudi Arabia." *International Journal of Business Management & Research (IJBMR)* 7 (2017): 43-52.
- [22] Achar, A. P., and Deepa Nayak. "An Evaluation of Performance Management System in Health Care Organization-A Case Study." *International Journal of Human Resource Management and Research, ISSN (Online)* (2014): 2249-7986.