

**THE EFFECTS OF PROTEAN CAREER ORIENTATION  
ON CAREER SUCCESS OF ACADEMICS'  
IN HIGHER EDUCATION SECTOR OF KARACHI,  
PAKISTAN: THE MEDIATING ROLE OF  
PSYCHOLOGICAL CAPITAL**

**BY**

**AASIA KHATOON  
10487**

A thesis submitted to the Business Studies Department, Bahria Business School, Bahria University Karachi Campus, in partial fulfillment of the requirements for MBA Degree



**FALL, 2020**

**BUSINESS STUDIES DEPARTMENT  
BAHRIA BUSINESS SCHOOL**

**Bahria University Karachi Campus**



## MBA Thesis 2nd Half-Semester Progress Report & Thesis Approval Statement

### Supervisor – Student Meeting Record

S#	Date	Place of Meeting	Topic Discussed	Signature of Student
1	March 2020	Online	First three-chapter checking	
2	Aug 2020	Online	Data Analysis, G*power software	
3	Nov 2020	Online	Data interpretation, Jamovi analysis	

### APPROVAL FOR EXAMINATION

Candidate's Name: Aasia Khatoon

Registration No.: 10487

Thesis Title:

**THE EFFECTS OF PROTEAN CAREER ORIENTATION ON CAREER SUCCESS OF ACADEMICS' IN HIGHER EDUCATION SECTOR OF KARACHI, PAKISTAN: THE MEDIATING ROLE OF PSYCHOLOGICAL CAPITAL**

I hereby certify that the above candidate's thesis has been completed to my satisfaction and, to my belief, its standard is appropriate for submission for examination. I have also conducted a plagiarism test of this thesis using HEC prescribed software and found a similarity index at 19% that is within the permissible limit set by the HEC for the MBA thesis. I have also found the thesis in a format recognized by the Business Studies Department.

Supervisor's Signature: \_\_\_\_\_

Date: 8-3-2021

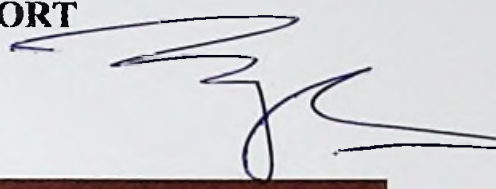
Supervisor's Name: \_\_\_\_\_

Sir Essa Khan

HoD's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### TURN IT IN SIMILARITY REPORT



Feedback Studio - Google Chrome

ev.tumitin.com/app/carta/en\_us/?s=16&lang=en\_us&u=10169541858to=1470679957


MBA Thesis

THE EFFECTS OF PROTEAN CAREER ORIENTATION ON CAREER SUCCESS OF ACADEMICS' IN HIGHER EDUCATION SECTOR OF KARACHI, PAKISTAN: THE MEDIATING ROLE OF PSYCHOLOGICAL CAPITAL

Asia Khatoon

10487

A Thesis submitted to the Department of Management Sciences, Bahria University - Karachi Campus, in partial fulfillment of the requirement for the MBA Degree



Match Overview

19%

Rank	Source	Similarity
1	<a href="http://publisher.uthm.edu.my">publisher.uthm.edu.my</a> Internet Source	8%
2	<a href="http://www.researchgate.net">www.researchgate.net</a> Internet Source	2%
3	<a href="http://www.coursehero.com">www.coursehero.com</a> Internet Source	2%
4	Submitted to New Hyd... Student Paper	1%

Windows Taskbar: 9:15 AM

## **ACKNOWLEDGMENT**

I am very thankful to ALMIGHTY ALLAH the most merciful to all mankind, as ALLAH has given me the strength to complete this research. Then I would like to thank my supervisor Sir Essa Khan who provided me all the information and guidance in each step of preparing this thesis. He supported and guided me throughout my research work. Without his help completion of this research work would be very difficult for me. Then I would like to thank my parents who supported me in my education.

Aasia Khatoon

## ABSTRACT

### Purpose

The dynamic and complex working environment of 21<sup>st</sup> century demands extraordinary efforts from faculty of higher education. No matter what, faculty members are expected to be loyal to the organization, multitask and seek institutional support for the effective development and delivery of their skills. However, around the world with the increased implementation of 'protean career orientation' the attitudes seem to have shifted, and the employees are registering a drop in commitment towards their organization. It is very important that this vicious circle has to be tackled keeping in mind the personal growth of the faculty which can leverage the academic institutions and quality education. The concept of career has come a long way from being traditional to protean; now generation X has been retired, generation Y has got much experience and generation Z have stepped into workforce with all new and unique needs and mindset. In this situation, adaptation to new concepts is the key to success especially in the field of higher education. This study aims to understand the mediation effect of psychological capital (hope, efficacy, resilience, optimism) between protean career orientation and career success (objective career success and subjective career success). This mediation effect is analyzed on academics' in the higher education sector of Karachi, and primary data is collected from faculty members of private universities of Karachi.

### Methodology & Design

Based on the quantitative nature of this study, a quantitative descriptive research design has been used in this study. An online survey for primary data collection is used. Due to the large target population, a random sampling technique has been used, which is a non-probabilistic sampling. For calculation of the sample size, G\*power 3.1.9.4 software is used. 254 faculty members of private universities of Karachi have participated in this survey. The collected data is analyzed by using Jamovi 1.2.27 software techniques. Besides the context of this study, another profound uniqueness of this research is that, this study assesses career success

as formative construct as compared to past studies where career success was assessed as reflective construct.

### **Findings**

This study reveals that academics' psychological capital (hope, self-efficacy, resilience, and optimism) is not only a vital predictor of their career success (objective and subjective) it plays the role of positive mediator between protean career orientation (PCO) and career success. These findings can be used by the administration of universities for development of psychological capital of teachers to enhance career success and commitment towards their job and profession.

### **Limitations**

Since the field of education is a pure service sector so, psychological capital and protean career orientation play a crucial role in teachers' performance and career success (Hasan, 2020). Protean career orientation and psychological capital is important for teachers at all levels. This study is limited to higher education only; the secondary and primary education sector is not included. The other limitations are the small sample size due to the time frame and COVID -19 Pandemic situation. This study can be longitudinal for improved results and can be done through a focused group of heads of departments of different university faculties which will eventually lead to fruitful results of career success through protean career orientation and psychological capital.

### **Recommendations**

This study focused on positive individual traits only (i.e., hope, self-efficacy, resilience, optimism, self-directed, and value-driven) for analyzing career success. While addressing academics' career success, there could be other positive psychological predictors as well. These predictors could be positive emotions, positive institutions, motivation, life satisfaction, happiness, general mental ability etc. Future research may apply the goal-setting theory to address career success. Furthermore, future study can also analyze the impact of different career resources (human capital, environment, motivation and career management behaviors etc.) on psychological capital and protean career orientation.

**Keywords**

Career success, protean career orientation (PCO), psychological capital, HERO, hope, (self)efficacy, resilience, optimism

**TABLE OF CONTENTS**

Declaration of Authentication..... ii

Turn it in Similarity Report..... iii

Dedication ..... iv

Acknowledgment ..... v

Abstract ..... vi

CHAPTER 1 ..... 1

INTRODUCTION ..... 1

    1.1 Introduction ..... 1

    1.2 Background..... 2

    1.3 Problem Statement..... 3

    1.4 Research Objectives ..... 4

    1.5 Research Questions ..... 4

    1.6 Significance of the Study..... 4

    1.7 Scope of the Research ..... 5

    1.8 Organization of the Thesis..... 5

CHAPTER 2 ..... 6

LITERATURE REVIEW ..... 6

    2.1 Protean Career Orientation..... 6

        2.1.1 Self Directed ..... 7

        2.1.2 Value Driven..... 7

    2.2 Career Success..... 8

        2.2.1 Objective Career Success..... 9

        2.2.2 Subjective Career Success ..... 9

    2.3 Psychological Capital ..... 10

        2.3.1 Hope..... 11

        2.3.2 Self Efficacy..... 11

        2.3.3 Resilience..... 11

        2.3.4 Optimism..... 12

    2.4 Relationship between Protean Career Orientation (PCO) and ..... 12



- Career Success (CS)..... 12
- 2.5 Relationship between Protean Career Orientation (PCO) and Psychological Capital (PsyCap)..... 14
- 2.6 Relationship between Psychological Capital (PsyCap) and Career Success (CS). 15
- 2.7 Mediation Effect of Psychological Capital..... 16
- 2.8 Summary of Literature Review ..... 18
- 2.9 Research Hypotheses ..... 19
- 2.10 Conceptual Framework ..... 20
- CHAPTER3 ..... 21
- Research Methodology ..... 21
- 3.1 Research Approach & Type ..... 21
- 3.2 Research Design ..... 22
- 3.3 Research Population ..... 22
- 3.4 Sample Size & Sampling Technique..... 22
- 3.5 Research Instrument ..... 23
- 3.6 Data Collection ..... 24
- 3.7 Data Analyses Method ..... 25
- CHAPTER 4 ..... 26
- Results..... 26
- 4.1 Respondent Profile ..... 26
- 4.2 Reliability Analyses..... 30
- 4.3 Correlation Analysis:..... 32
- 4.4 Hypothesis Testing ..... 34
- 4.4.1 Hypothesis 1..... 34
- 4.4.2 Hypothesis 2..... 37
- 4.4.3 Hypothesis 3..... 39
- 4.4.4 Mediation Analysis ..... 42
- 4.5 Summary of Hypotheses Testing..... 44
- CHAPTER 5 ..... 45
- Discussion ..... 45
- 5.1 Discussion..... 45

5.1.1 Hypothesis 1 Discussion ..... 45

5.1.2 Hypothesis 2 Discussion ..... 45

5.1.3 Hypothesis 3 Discussion ..... 46

5.1.4 Mediation Analysis Discussion..... 46

CHAPTER 6 ..... 47

Recommendations and Conclusion ..... 47

6.1 Recommendations ..... 47

6.2 Limitations of the Research..... 48

6.3 Future Research ..... 49

6.4 Conclusion ..... 49

References ..... 51

APPENDIX..... 60