

Determinants of Boundaryless Career for Employee Satisfaction

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Abstract: This research paper will focus on investigating the determinants of boundaryless career for employee satisfaction. The results of the study will help employees to identify how to acquire employee satisfaction through boundaryless career and to highlight the most significant factors of boundaryless career. This study will guide society to follow a new career path which leads to creating multi-skilled employees. In order to examine the data, this study will use the quantitative method. Western province, managerial level employees were the target population. The research was conducted in a cross-sectional time horizon. A mono method study was done to reach the final conclusion. Initially the researchers carried out a pilot testing with 35 managerial level employees to investigate whether the questions are relevant, exhaustive and accurate. Finally, 184 responses were gathered to test the planned hypotheses. Finally, with the results of the analyzed data, it was determined that a boundaryless career will influence on employee satisfaction. The findings suggest that mainly there is no unique identity for boundaryless career concept in the local setting.

Keywords: Employee satisfaction, Boundaryless career, Labour market

Introduction

Boundaryless career is a new career concept that suggest numerous potential boundaries which is beyond the limits of the modern career, hence the career actor

becomes aware of multiple number of opportunities. Boundaryless Careers are the careers which stretch across a set of different organizations, sectors, domains and not a single organization. The people who are following such careers have no specific scope of operation and their jobs range across several parameters.

Modern labor market is saturated with multi skilled university graduates. Consequently, unemployment rates according to the report of Department of Census and Statistics in 2018 was 3.8 %. In local context the most prominent career setting is based on resources as a result it creates a deficiency in skilled based career setting which compel to brain drain. Currently, employees are practicing hierarchical highly organized and rigid organizational structure. The promotions are given by considering their experience and seniority instead of Knowledge, Skills and Abilities (KSA). The job market is saturated with the increment in literacy rate therefore there is a high competition in job market.

As the initial step in the evolution of career concept there was a resource-based view. This model emerged in 1980s and 1990s to achieve competitive advantage, after the major works published by Wernerfelt (1984), Hamel, Barney (1991) and others. The presenters of this model argued that organizations should mainly focused, inside the company to find the sources of competitive advantage instead of focusing at competitive environment for it. With the industrial revolution competency-based

view emerged. In this concept scholars mainly focus on knowledge, skills and abilities (KSA). Further each section of an organization's competency suggests a matching section of career competency which is introduced as Know-Why, Know-How and Know-whom respectively.

Problem Statement

In the business world there is a significant number of employees who do not follow their career paths according to their Knowledge, Skills and Abilities. Therefore, employees are in a confusion state when finding a suitable job and lack of job satisfaction encourage them to leave their jobs.

In local context employees are stressed with enormous amount of work, consequently turnover rates are drastically increasing currently scholars are developing retention strategies to reduce the turnover rates. Since 1990s British American society have discussed how to reduce the stress within the work place and how to develop the skilled employees. Due to the observation in the prevailing generation gap skills in elderly generation are obsolete because of the high capacity and potential of younger generation. Therefore, organizations should give up their traditional organizational strategies and need to follow new career concepts like boundaryless career which will direct the employees to acquire satisfaction through career performance. In the current scenario scholars have examined only about the turnover and retention intensity but not the underpinning factors. Therefore, researchers mainly focus to reveal the influence of boundaryless career to employee satisfaction.

Research Objective

The primary objective of this paper is to identify the determinants of boundaryless

career on employee satisfaction in context of Sri Lanka.

Literature Review

This section of the study is displayed with the intention of addressing the research objectives in conducting the study "Determinants of Boundaryless career for employee satisfaction" based on previous studies.

A. organizations cultural differences and boundaryless career

Cultures can be differentiated according to a bipolar variable known as individualism and collectivism (Hofstede, 1984). Individualistic culture reflects personal goals and equity-based rewards, promotions and social networking. Job security, group goals and rewards are emphasized in collectivistic cultures. Employees in collectivistic culture have a greater possibility to remain within their work groups or organizations and it reveals psychological mobility in contrast employees in individualistic culture have a greater possibility to change work place or organization and it reveals physical mobility. Individualistic organization should define work that supports the exchange between social individualism, human rights and equality (Diener, 1995). Individualists base their description on their own (Hofstede, 2001), therefore they tend to feel that their own company conducts tasks (Bandura, 2001). This viewpoint was shown by studies showing that individualism is associated with greater respect for human rights (Basabe & Ros, 2005) and self-management preferences which encourage the society to follow boundaryless career. The purpose of this research paper is therefore to determine whether individualism and collectivism have an impact on

boundaryless career to achieve employee satisfaction.

B. changes in socio-cultural conditions and boundaryless career

With the enactment of knowledge and service-based organization new employee practices were developed and it paved the way to boundaryless career. With reference to social cognitive theory (Bandura, 1986), once values, attitudes, behavior and motivation are influenced by social norms and expectations. Significantly, two important changes in socio-cultural norms and expectations played a major role in the emergence of boundaryless career concept. The first concerns the decline in full-time jobs and growth of contingent employment practices in societies. A transformation from long-term employment practices to more flexible and short-term practices is observed in the public sector. As a result, findings have revealed that employees expect low employer engagement and employees are less committed to single organization. The growth in contingent practices and work styles encourage employees to follow up boundaryless and self-reliant approach in their career development, and it leads to inter-organizational mobility. The second concern is related to a substantial increase in the global supply of highly skilled workers due to educational expansion and a rising middle class in developing countries.

According to a research carried out by Bergeman (2010) the lack of worker participation was the primary reasoning provided by the 74 percent of respondents who select to accept a conditional work style. The above results indicated that workers perceived less stable bonds in jobs and grow into less loyal to any individual organization. The adjustment described above echoes the desire for workers to

follow in their career development a more boundless and self-reliant approach, leading to inter-organizational flexibility. Such attitudinal changes in conditional job practices are similar to improving the kind of job attitudes and behaviors associated with individuals pursuing boundaryless professions.

C. Changes in organizational strategy and boundaryless career

Literature suggests that addition to the above-mentioned transformations in social norms and principles of employment bonds, developments in business environment and corporate approaches in present decades have also directed the route towards the growth of boundaryless career.

In the latter part of the industrial era strategies for business organization were expanded rather than downsized and to stimulate independence rather than collaboration (Pfeffer, 1978) with the development in technology highly unpredictable and unstable competitive environment was created. Consequently, business organization tend to become more flexible and fluid. Organizations tend to partition for self-governing units and encourage the departments to challenge with external suppliers (Bridges, 1994). Presently inter-firm networks, employee mobility, new-firm formation and flexible specialization are primary keys for advancement of organization's success (Sexenian, 1994).

D. networking and learning and boundaryless career

'Cultivating networks' (Hirsh, 1987) is a principle free agent of career conduct, presenting get entry to other human being knowledge and resources. As an end result, network relations concurrently serve the profession pursuits of an individual actors

and the strategic pursuits of organization firms. Networks additionally serve as learning structures (Powell and Brantley, 1992), once more with outcomes for both individuals and using firms. Gaining knowledge of over the route of the profession prospectively provides to someone's employment cost, or human capital (Becker, 1964). In the meantime, getting to know via 'groups of exercise' (Brown and Duguid, 1991) could have a two-manner impact, as human beings draw gaining knowledge of from and infuse getting to know into the work businesses they be a part of.

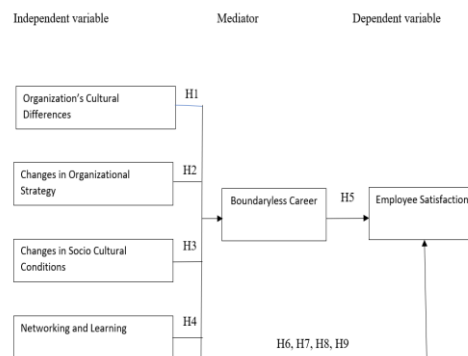
E. employee satisfaction

Job satisfaction at its most fashionable conceptualization, is simply how content material a man or woman is along with his job. The following job satisfaction theory which is traceable to employee overall performance inside the company are hereby indexed and examined:

Implementation of Herzberg's two-factor theory

Two-Factors Theory's groundwork is focused on the reasons for the job satisfactions of employees. Job satisfaction is characterized like "the degree to which people desired (satisfaction) or do not desired (dissatisfaction) their work roles," according to Spector (1997). It has been recognized as having a positive influence on the quality of the organization and on the actions of employees (Levy, 2003)

Figure 1. Conceptual Frame Work



Source: Author

According to the conceptual framework researcher has come up with nine hypothesis.

- H1- Boundaryless career mediates the impact of organization's cultural differences towards employee satisfaction.
- H2- Boundaryless career mediates the impact of changes in organizational strategy towards employee satisfaction.
- H3- Boundaryless career mediates the impact of changes in socio cultural conditions towards employee satisfaction.
- H4- Boundaryless career mediates the impact of networking and learning towards employee satisfaction.
- H5- Boundaryless career impact on employee satisfaction.
- H6- Organization's cultural differences impact on employee satisfaction.
- H7- Changes in organizational strategy impact on employee satisfaction.
- H8- Changes in socio cultural conditions impact on employee satisfaction.
- H9- Networking and learning impact on employee satisfaction

Data Collection

In this study reserachers have used quantitative method and the study is a cross-sectional analysis. And also research is based on deductive approach which is concerned with building up hypotheses which is relavant to an existing theory and

measure the hypotheses. The sample will represent the population of Managerial level employees in Western Province of Sri Lanka. Initially the researchers carried out a pilot testing with 35 managerial level employees to investigate whether the questions are relevant, exhaustive and accurate. Finally 184 responses were gathered to test the planned hypotheses. As per to Usman (2016), questionnaire is an important data collection tool to collect primary data. Accordingly the data were collected using questionnaires with five point likert scale questions. Researches used 'Solvin formula' ($n = N/1 + Ne^2$; n = Sample size, N = Total population, e = Level of precision (Margin of error), Confident level = 95%) to identify the sample size and used simple random sampling to deliver the questionnaire.

Data Analysis and Discussion

The reliability test was conducted through Cronbach's alpha test. Study can be considered reliable according to Cronbach's alpha so the data set can be generalized with the population.

To determine the validity Kaiser-Meyer-Olkin (KMO) test can be used and generally KMO should be lie between 0 - 1. If the KMO value is closer to 1 means, that collected data set is acceptable (Kim and Mueller, 1978). The value 0.90 in KMO test shows excellent while 0.8, 0.7, 0.6 and 0.5 are define as meritorious, middling, mediocre and miserable respectively. According to the KMO test the validity of the study is 0.895 (meritorious), so that it can be considered as data set is scientifically valid.

The researchers tested the normality of the data and the Skewness and Kurtosis values of each variable including their standard errors using SPSS as given in the table below.

Table: 1 Normality test

	Employee satisfaction	Boundaryless career	Organizations Cultural differences	Changes_in Organizations strategy	Changes_in Socio_cultural conditions	Networking Learning
N Validity	187	187	187	187	187	187
Missing	0	0	0	0	0	0
Skewness	-.451	-.349	.402	-.390	-.284	-.481
Std. Error of Skewness	.178	.178	.178	.178	.178	.178
Kurtosis	.018	.105	-.715	-.338	-.745	.335
Std. Error of Kurtosis	.354	.354	.354	.354	.354	.354

Source: Author(2020)

All the skewness and kurtosis values of variables are within the acceptable level provided, according to the study findings. Therefore, the data are considered as approximately normally distributed.

Linearity was tested between boundaryless career and four variables including organization's cultural differences, changes in socio cultural conditions, changes in organizations strategy and networking and learning respectively. According to the results of the analysis the relationships between the variables shows a linear relationship. The adjusted R value for organizations cultural differences and boundaryless career is shown as 0.502 which implied that 50.2% of variation in boundaryless career is explained by organizations cultural differences likewise, all the other factors namely changes in organizations strategy, changes in socio cultural conditions, networking and learning and boundaryless career with employee satisfaction indicates 53.9%, 34.6%, 40.2% and 35% variations respectively. Furthermore, when considering the significance values all relationships show a high significance level.

Pearson's coefficient of correlation is usually used to determine the correlation as a tool. The coefficient(r) should range from -1 to + 1 for a proper correlated relationship.

Table 2: Correlation test

	Pearson's Correlation	Significance
Organizations cultural differences	0.710	0.000
Changes in organizations strategy	0.736	0.000
Changes in socio cultural conditions	0.591	0.000
Networking and learning	0.634	0.000
Employee satisfaction	0.595	0.000

Source: Author(2020)

Pearson correlation coefficient is greater than 0.5 in most of the hypotheses above. So that it can be concluded that, Organizations cultural differences, Changes in organizations strategy, Changes in socio cultural conditions, Networking and learning and Employee satisfaction have moderate positive relationships.

Regression is a statistical tool which is used to study relationships between variables. The linear relationship between Boundaryless career and Satisfaction of employees will be analyzed initially. Organizations cultural differences, Changes in organizations Strategy, Changes in Socio Cultural Conditions and Networking and Learning were identified as the independent variables which represents employee satisfaction. According to the study R value indicates a positive linear relationship with the dependent variable because it is a positive value which is 0.644. The adjusted R square which is 0.636, is statistically significant and it suggests that the variance of organizations cultural differences, changes in organizations strategy, changes in socio cultural conditions and networking and learning determines 63.6% of the variance of boundaryless career. Reflecting to the value of standard error is .40453 which indicates that the sample (n= 184) could be representative of managerial level employees of the Western Province of Sri Lanka. The overall regression model is relevant, where F=81.072 and p<0.05 are below the confidence level of 95 percent.

So, it can be concluded that in the above case the linear regression is significant.

Table 3: Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.518	.256		2.023	.045
	Organizations_Cultural_differences	.252	.060	.298	4.207	.000
	Changes_in_Organizations_strategy	.252	.064	.319	3.912	.000
	Changes_in_Socio_cultural_conditions	.051	.071	.047	.724	.470
	Networking_Learning	.328	.070	.269	4.718	.000

a. Dependent Variable: Boundaryless_career

Source: Author(2020)

By using beta coefficient of Table:3 we conclude the following equation

$$\text{Boundaryless career} = 0.319(\text{OCS}) + 0.298(\text{OC D}) + 0.269(\text{NL})$$

According to the above equation, if Organizational cultural differences increases by one unit while holding all the other factors constant, boundaryless career will increase by .298 units on average. Likewise, when Changes in organizations strategy increases by one unit while holding the other factors constant, Boundaryless career will increase by .319 units on average, if Networking and learning increases by one unit while holding all the other factors constant, Boundaryless career will increase by .269 and when the changes in socio cultural conditions increase by one unit while holding all the other factors constant the boundaryless career will decrease by .047.

The second regression test to check the mediating effect would be understanding the impact of boundaryless career to employee satisfaction. The most important SPSS output in regression to conclude the mediating effect in this situation is the Coefficient table of the linear relationship which boundaryless career is added as an independent variable.

Table: 4 Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
		B	Beta		
		Std. Error			
1 (Constant)	1.768			7.609	.000
Boundaryless_career	.584	.059	.595	9.979	.000

a. Dependent Variable: Employee_satisfaction

Source: Author(2020)

According to the table there is a significant relationship between boundaryless career and employee satisfaction.

The mediating research was carried out to ensure that Baron and Kenny (1986) suggested criteria. Sobel z-statistics (Sobel, 1982) has been used to check the significance of the mediating effect and prove that the mediating effects of all three models are important at $p < 0.05$.

Models	Sobel test statistics
Organizations cultural differences	3.8663425
Changes in organizations strategy	3.65865172
Changes in socio cultural conditions	0.7164259
Networking and learning	4.23514658

Discussion

- a. To identify the factors that affecting boundaryless career

The findings conclude that organization's Cultural differences, changes in organizational strategy, networking and learning held a positive relationship with boundaryless career. This was due to the linear relationship between organization's cultural differences, changes in organizational strategy, networking and learning and boundaryless career initiate to have a significant effect (at $p < 0.05$).

- b. To identify the factors of boundaryless career on employee satisfaction.

Boundaryless career helps to develop new career plat forms unless stagnating in the same career development cycle this will lead to Win-Win situation for both parties. Due to the prevailing competition individuals are talented, the most deciding factor is the motivation to follow up something that is fascinating to have satisfaction. Boundaryless career path creates a skillful and knowledgeable employee and even the employee will gain so many opportunities, it will direct them to enjoy and finally they are satisfied with the career.

- c. To identify the factors influencing boundaryless career in local setting.

The findings declare that the organization's cultural differences, changes in organizational strategy and networking and learning have a linear relationship with boundaryless career in local setting.

Conclusion

Researchers mainly focus in this study to examine the impact of employee satisfaction in organizational setting. Among the independent variables Organizations cultural differences, Changes in organizational strategy and Networking and learning were proven as statistically significant whereas Changes in socio cultural conditions was proven as statistically insignificant. Arguments build with respect to Changes in socio cultural conditions interpret that, there is lack of part time engagement of employees in job market, solid connection between employer and employee and significant degree of firm commitment in employees towards the organization. With reference to Herzberg's two- factor theory the statistically significant independent variable factors are Organization's cultural

differences, Changes in organizational strategy and networking and learning. Among these independent variables Organizations cultural differences, Changes in organizational strategy and Networking and learning have an impact on employee satisfaction through boundaryless career.

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