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**Protean career orientation and career growth outcomes  
Mediating role of career crafting and moderating role of career insight**

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**ABSTRACT**

The purpose of this study examines the relationship between protean career orientation, career growth outcomes and the mediating role of career crafting and moderating role of career insight. This study suggest that an independent variable leads to positive dependent variable of career growth outcomes through the process of career crafting. Furthermore, the study found that relationship between protean career orientation and career crafting is moderated by an individual's level of career insight in the career development process and support the idea that individuals can actively shape their own careers through the process of career crafting. Overall, this study highlights the significance of career construction theory in understanding the impact of career protean career orientation on career growth outcomes and the role of career crafting and career insight in this process.

**Keywords:** Protean career orientation, Career Growth outcomes, career crafting and career insight.

**Introduction**

Career management research has become in the limelight in the recent research. Usually organization are supposed to be responsible for their employee's career

management but practically organizations have become failed for the career planning, career management for their employees rather they focus on their own organizational objectives (Valcour and Ladge, 2021). Therefore, employees are more concerned about their career management that is why protean career has become more important in current study. (Briscoe et al., 2016; Hall, 2020).

Protean career orientation is importance aspect among all the employee in the workplace. Protean career orientation can be their positive expectation of the career growth. Due to many reasons for example unpredictable work environment, restricting environment mergers, acquisition etc. in the organization provides less career opportunity to the employee working in the organization (Aryee-Chay & Chew 2020). These insure work environment, the organization is more likely to form commitments to fulfill the goals and objectives of organization rather than working on their career growth (Ballout, 2019; Colarelli & Bishop 2020). A protean career attitude reflects the extent to which an individual manages their own career in a proactive, self-directed way driven by personal values and crafting career success based on subjective career growth (Hall, 2002).

Career growth includes two factors which includes four different dimension i.e. Career goal process, Professional ability development, Promotion speed and ruminations growth. Intrinsic career growth (e.g., career goal progress along with professional ability development and extrinsic career growth (i.e. Promotion speed and remuneration growth) that is related to Career crafting.

This study explains career crafting as embedded in the framework of factors of career growth (Valcour, 2019; Van der Heijden & De Vos, 2022). Career crafting is defined as proactive career self-management behavior which consists of four dimensions (Career goal progress, professional ability development, promotion speed and remuneration growth) which are referred to as the sub dimension of goal setting, networking and the sub dimension of Career growth (Akkermans & Tims, 2020). This study focus on opportunity of career, strengths, values, skills and passion. The conceptualization of the protean career orientation as a general attitude towards one's career growth (Sortheix et al., 2019). This study shows that the impact of a protean career orientation on career crafting was be direct, operating through career Insight. Protean career and career crafting have a positive growth on career growth

including both factors i.e. Intrinsic factor (career goal progress and professional ability development) and extrinsic factor (Promotion speed and remuneration growth). Intrinsic career can be increased internally through making progress toward personal growth and acquire skills with in the current workplace. Extrinsic career can be increased by providing rewards or bonuses based on their performance and new skills that have been learned through intrinsic career and increasing salaries and opportunity of promotions as well. (Inkson et al., 2019; Rodrigues & Guest, 2020).

Career Construction theory is used in this research. This theory states that individual build their career by imposing meaning on their vocational behavior. Thus the subjective career that guides sustain and regulates the vocational behavior immerge from an active process of making meaning not discovering preexisting facts. Career construction theory provides a way of thinking about how the individual choose and use the career. This theory presents the model comprehensive Career insight and the factors that are used for career crafting was help the career growth process which includes intrinsic and extrinsic factors to help employee in the organization and make vocational choices and growth of career.

Within career construction theory CCT, adapting responses are described as behaviors such as career crafting, career insight, or career growth (Hirschi et al., 2020; Rudolph, Lavigne, & Zacher, 2020). However, the question of how competencies of career insight can be transformed into actual behaviors (Akkermans & Tims, 2020) has become prevalent. The newly operationalized concept of career crafting (Akkermans & Tims, 2020) captures the aspects of career planning and career crafting in career construction theory CCT. Thus, career crafting could be understood as an adapting response of individuals who encounter intensified career insight and decision-making of Career. In this present study, we propose our model through career construction theory. The main focus is to understand that an individual is to protean career orientation demands in term of career insight depend on career crafting. Hence, career construction theory helps in organizing framework for career growth (Cohen, 2016; Liu et.al., 2020). The aim of the study is to add the perspective of the perceived amplification of career insight and career growth to the career construction theory of growth process. The goal of Career construction theory is to determine whether career crafting promotes career growth.

### **Justification of the Study (GAP ANALYSIS)**

Previous studies investigated about the impact of protean career orientation with different variables like career commitment, career satisfaction or psychological well-being (Jun-Chul H, Jun-Woo Lee 2022). There is a lack of study to identify that how protean career orientation can increase career growth by appreciating the mediating role of career crafting and moderation role of career insight. This study examines the role of protean career orientation of the employee that effects their career crafting and career growth. It also needs various other factors which are mandatory for career growth i.e. intrinsic career growth and extrinsic career growth which have four dimensions which are Career goal process, Professional ability development, Promotion speed and ruminations growth.

In this research we must mention positive relation between protean career orientation with career crafting and career growth in our study, which may be due to the right career insight. For example, a person with right career insight was chose a better protean career orientation for him/herself. An individual was then craft their career for the purpose of career growth. The positive effect also suggests that there is other mediation mechanism between career crafting and protean career orientation. Nonetheless our research de constructed the effect of career crafting and calls on employee to pay attention to destructive effect of career crafting on career.

According to previous research there were no research on mediating role of career crafting with career growth. So in our research we are exploring the relationship between career crafting and career growth which includes two factors i.e. intrinsic and extrinsic growth. We have found GAPS in this research (Bakker & Demerouti, 2007; Demerouti et al., 2021). This research says that career crafting is not being studied with career growth. Overall, it is clear that protean career orientation has more flexible and dynamic, which is illustrated by dominant perspectives in career crafting.

Future research should analyze the impact of protean career orientation on employee's career growth. Career insight impact on protean career orientation and career crafting. Protean career orientation, organizational commitment, work engagement and organizational citizenship behavior is also studied as well (Briscoe et al. 2021, Baruch, 2019.) Protean career orientation has not been investigated with

career crafting and career growth. In current study, career insight has been used to investigate the relationship between protean career orientation and career crafting. Our study proposed that career insight is particularly suitable to study the effect of protean career orientation and career crafting towards the career growth. It is an approach that attends to the core aspect of career crafting to build up protean career orientation with career crafting.

Previous studies have not investigated the moderation role of career insight with protean career orientation and career crafting, previous studies were based on career development etc. The career insight stage involves the enhancements of a person's career growth (Kosine and Lewis 2020). Through a continuous system of change and adjustment in protean career orientation with career crafting. At this stage an employee continually enhances their skills, knowledge and abilities in an attempt to improve their career position and career growth.

### **Research Problem**

The reason through which an individual stays behind their career growth is the lack of protean career orientation. When a person is not aware of his/her own interest, skills, abilities he/she is not able to succeed in their career. That is the reason an employee does not increase their productivity parameter. For example, some employees in their organization stay at the same post for many years and new employees get hired to the upper level. It is because a person does not want to learn new skills and they resist change in their career.

If an organization wants to succeed they need career growth trainings for their employees so they can grow in their current work place. Our study focuses on self-analysis (Protean career orientation) of their career to grow. Protean career orientation has a positive impact on career crafting and career growth which includes two factors i.e. intrinsic and extrinsic growth (Career goal progress, professional ability development, and promotion speed and remuneration growth). When an employee works on their career insight, it helps them craft their career in a best way possible to gain knowledge, skills and abilities which help a person in their career growth.

### **Research Questions**

- Does protean career orientation affect career growth?

- Does protean career orientation effect career crafting?
- Does career crafting effect career growth?
- How Career crafting mediate the relationship between protean career orientation and career growth?
- How career insight moderate the relationship between protean career orientation and career Crafting?

### **Research Objectives**

- To examine the effect of protean career orientation on career growth.
- To examine the effect of protean career orientation on career crafting.
- To examine the mediating role of career crafting on career growth.
- To investigate mediating role of career crafting between protean career orientation and career growth.
- To examine the moderating role of career insight between protean career orientation and career crafting.

### **Theoretical Significance**

Previous research of protean career orientation has study the two comprising independent components that conceptualized the self-directedness and value driven attitudes. This study operationalized these domains mostly in research studies (Briscoe et al., 2020, Hall, 2019). Protean career theory has been investigated over past years, research has traditionally been given much less attention with career growth and career crafting (Hall et al., 2018). Several scholars have study protean career theory incorporate aspects to the traditional career in order to achieve a more realistic and balance perspective (Clarke, 2020; Gubler et al., 2021). Researchers have argued that the traditional protean career is viable and they have argued that career is still viable and this theory should be redefined within the new and more dynamic career model Clarke (2019), protean career theory can drive their careers and express their values to goals and structure of traditional organization. Previous researcher's perspective shows that protean career orientation aspects is shown to explore career in success of working in current organization (Grimland et al., 2020). Therefore, the previous study aims to pursue the goal of this research goal for the extension on the career construction theory model for the career growth process by adding the perspective for the perceived identification of career planning and decision which

helps in career planning and decision making. The researcher had study the investigation with career orientation which would strength and the demand of career crafting (Rudolph, Lavigne, & Zacher, 2021).

In this study, our research goal is extending the perspective on the CCT theory of adaptation process by adding the perspective of the perceived on career crafting and career growth process. With career construction theory our study investigates protean career orientation by analyzing selfcapabilities and interests toward the career working in the current workplace. This theory constructs the strength and weakness of an individual career path.

### **Significance of the Study**

Our study has following implications.

#### **Contextual Implication**

The study was be conducted in Pakistan. As there are many organizations with different goals and objectives which provides training for the development of their employee. But there are still lack of career opportunities and career growth trainings for every individual. That's why employee is unable to grow in their professions for many years. Our study was help the individual to analyze their protean career orientation which was enable them to enhance themselves by focusing on their career insight, knowing about their skills, abilities and knowledge. Which was craft their career into better career growth.

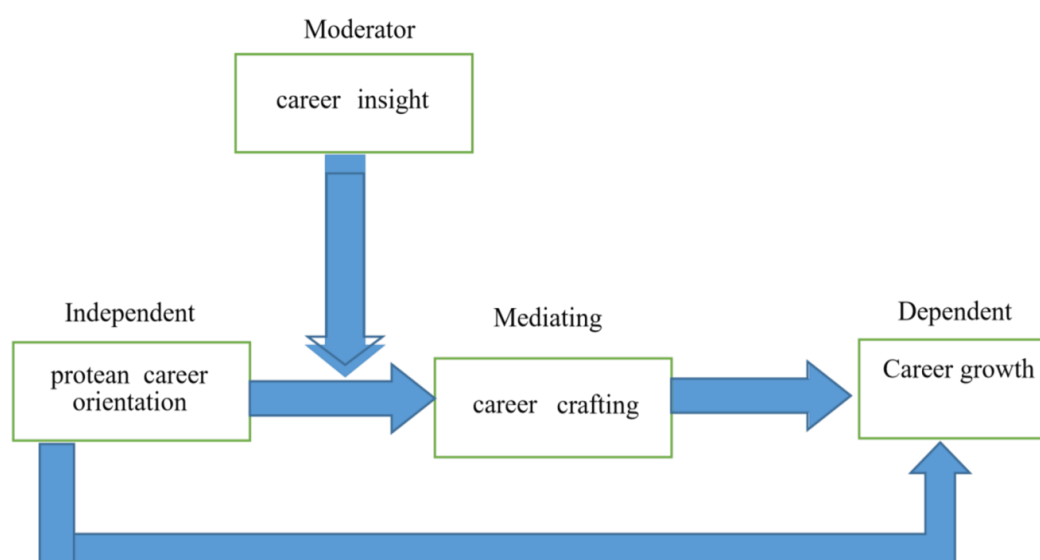
#### **Managerial Implication**

This study was be helpful for the managers, to provide room for the employees in their career success path. They was provide (Career crafting), to the employees and in return employees was do long term career growth with the organization. Organization hire those employees that have knowledge, skills abilities and other characteristics (KSAO's) stands for knowledge, skills, ability, and other characteristics that are beneficial to the organization, they hire those employees and try to provide trainings and development program for their career growth. Managers should help the employees in protean career orientation, they should encourage employees and help in their strength and help them overcome their weaknesses. And they was do their career craft within the organization. Managers are responsible for the growth of their employee so that they can achieve organization goals.

### Social Implication

Those employees who has self-analyzation of their knowledge, skills, and abilities are the one who have craft their career and can make their career growth. These employees with better career insight are being usefully utilize by the organization was continue to make career craft with the organization in order to get maximum career growth, satisfaction and commitment. This was help to boost their career which was be automatically affect the society in a positive way. Employment, career growth, motivation are the important factors in the wellbeing of the people living in a Society.

### Research Framework



The comprehensive literature on studied constructs and their association on presented in the model are explained in chapter 2.

### Literature Review

The challenges faced by the employee in today's competitive workplace have rapid technological advancement and economic recession have initiated the protean career orientation as a co-efficient use for the self-actualization process (Hall, 2020). Employee attitude is the main factor to survive in work environment and these attitudes are referring as protean career orientation that has been categorized career perspective and development progress. Hall (1976) was the one who introduced the term of protean career orientation and its outcomes for career. Protean career orientation refers to the process that can change the shape of the individual time to time, Hall describes protean career orientation is described as individual psychological success in terms of his/her vision and values. Protean career orientation has a

strong effect on career crafting and career growth, as career growth is directly observable, measurable and verifiable. According to Career construction theory the perspective of career crafting can lead to career growth with both intrinsic and extrinsic factors included. Protean Career orientation is on the basis of his/her own abilities and contribution for career crafting. Employee self-analyze their own skills, knowledge and abilities and the make progress to develop high productive outcomes with more achievements (Ng et al., 2022). Protean career orientation with career crafting engage in continuous learning about their career path and skill development activities regarding their work in current workplace. These career growth helps an employee internally and externally factors for example high salaries, promotions and development in their career (Volmer and Spurk, 2021).

Research's on protean career orientation has investigated that many individuals have ignored the outcomes of career insight. Protean career orientation has shift the power for an individual that was result in increase of career growth and also lose the threat of losing an important employee by the lack of career crafting. Career crafting enables to increase and influence to manage their careers in a better way to decrease the effect of low focus on career progress for future (Rodrigues et al., 2020). An individual career growth is recognizing as an important aspect for the employee and for the organization as well.

Our study shows a positive of career insight on protean career orientation which have a positive impact on career crafting and career growth. The concept of protean career orientation offers as career framework for understanding the relation between career crafting and career growth with both factors i.e. intrinsic and extrinsic career growth. Career construction theory reflects personal attitude for the development of career (Briscoe et al., 2021). This study shows the positive impact of the variables to the extent which individuals develop career insight and the extent to which an employee initiate to management their own career.

Many researchers have examined the effect of protean career orientation on personal and organizational outcomes but our research was study the effect of protean career orientation on career growth, with mediating role of career crafting and moderating role of career insight. Protean career orientation has an indispensable

and advantage of protean career orientation for the benefit of employee and their career growth outcomes (Rodrigues et al. 2022).

### **Protean Career Orientation**

Protean career orientation refers to a career development approach where individual's take an active role in shaping their own career paths, rather than relying on traditional career paths or opportunities provided by employers. This approach emphasizes flexibility, adaptability and a willingness to continuously learn and change in order to advance one's career. It is often associated with the concept of the boundary less career, where individual pursue a variety of experience and opportunities throughout their working lives (Clarke, 2019; Gubler et al., 2020). The concept of protean career orientation was first introduced by Wasiam Bridges and later developed by (Hall in the 1990s). The theory emerged as a response to the rapidly changing labor market and the shift away from traditional, linear career paths.

This study review on protean career orientation would examine the characteristics on motivation and outcomes associated with career growth. Many research has suggested that individual with a protean career orientation may have higher of career satisfaction and career success while researchers have found that they may be more vulnerable to career growth.

### **Career Crafting**

Career crafting argue that individually can physically change the cognitive behavior of their task and workplace boundaries (Wrzesniewski and Dutton 2021). Career crafting can be divided into three aspects, task reference, task relation and cognitive crafting. Career crafting is referring to selfinitiated that can change the scope or type of job tasks required in current workplace whereas crafting refers to the quality changing and quantity of interactions with other employee. Career crafting involves additional tasks as employee find it challengeable and wants to engage themselves in full attraction to their work and it is about to change the perspective and approach or views about their job. (Wrzesniewski and Dutton) describes their view about career crafting and describe how to reframe the job and its workplace duties. Career crafting perspective it focuses on how it can help an individual and change one career, self-image and meaningfulness of work task (Berg, Wrzesniewski, & Dutton, 2019; Mattarelli & Tagliaventi, 2021; Wrzesniewski, LoBuglio, Dutton, & Berg, 2020).

### **Career Insight**

Career insight is characterized by instability and great mobility, personal flexibility and have more aspect of career. Career insight is based on individual goals which includes the whole career goal as well being career success (Akkermans & Tims, 2019). The ability of an individual career and clear objective in mind related to career goals which was identify the strength and weakness of career and one's ability. The collection of personal qualities and their effectiveness toward career identification and how to increase employee human capital. The perception of career insight is related to the ability of investigating the career to balance work task and personal life (Gibson, D.E 2020).

Previous researchers, career insight is a comprehensive examination of existing research and literature review on career insight which includes development and guidance. This is used for career development is to gain an understanding of the current workplace and knowledge on a specific and to inform interventions on career (Long, Fang, & Ling, 2022). Some key elements of career insight are a clear statement, key findings of interested career, implications and future development (Rudolph, Lavigne, & Zacher, 2020). Career insight is important to be conducted with a critical and analytical approach, carefully evaluating the quality and relevance of career insight. Researchers have focused on the career insight that is the knowledge, skills and abilities that people need to make informed decisions, set goals and plan of their careers. This may include understanding the job market, career development theories, career counselling and guidance and the use of technology in career development (Savickas, 1997; Savickas & Porfeli, 2021).

### **Career Growth**

Researcher study career growth to examine the process of growth in their career with internal and external career growth factors (Guterman, 2019; Sturges, Guest, Conway, & Davey, 2022; Weng & McElroy, 2019). Career growth shows the results of the effort done by an employee which defines perceptions of the chances to grow in the organization. There has been little attention paid on employee that judges their chances for advancement and development (Weng and Hu 2019). There are two factors of career growth i.e. internal career growth and external career growth which have further four dimensions (career goal progress, professional ability development,

promotion speed, and remuneration growth). This concept study's shows the progress of an employee and their personal and career growth with acquiring new skills. These factors make an employee satisfied toward their job and makes further efforts to achieve more goals (Coyle-Shapiro & Morrow, 2020). Many organizations strive to provide opportunities for both types of career growth for their employees. It is important to study that intrinsic and extrinsic career growth outcomes are not mutually exclusive and after go in hand in hand. An employee who developed new skills and knowledge through intrinsic and extrinsic career growth was results in more likely to be promoted or receive salary increase as outcome of extrinsic career growth (Weng and Hu 2019).

### **Hypothesis Development**

#### **Protean Career Orientation and Career Growth**

In our study based on career construction theory protean career orientation is positively related to career growth (Fredrickson, 2020). According to protean career orientation when link with career growth is built upon positive feelings, interest, commitments to build their personal career growth process. The employee who has analyze protean career orientation are highly positive, their mind has more work related opportunities. These opportunities of career growth are more likely to develop themselves strongly in their career growth. Protean career orientation was help engage an individual to develop themselves in their job role, to increase their knowledge and career outcomes in a positive way to grow in their career selection (Hyvonen, Feldt, Salmela-Aro, Kinnunen, & Makikangas, 2019).

In this study career construction theory is used with protean career orientation and career growth including intrinsic and extrinsic career growth. It is generally centiliter that when an employee that are negative towards their career in their organization are the one with negative attitude towards the job. Our study investigates the positive aspect of protean career orientation. Having the goal of career growth individual are also engaged in multi-tasking and extra role behavior are consider to grow in their career more as compared to the individual who does not go through protean career orientation. Individual perusing high career growth are mainly committed to their career values and goals (Sullivan & Arthur, 2020). H1: Protean Career Orientation is positively related to Career growth.

### **Protean Career Orientation and Career Crafting**

In our study based on career construction theory, we conducted that through career crafting employee perceived positive career related outcomes and work-related attitudes in the current work place. When after protean career orientation employee are motivated to do their career crafting. With career crafting an individual crafting behavior asserts control over their job, they project positive image of their career at the workplace. This positive attitude asserts accomplish career outcomes in positive way for their career growth (Wrzesniewski and Dutton, 2021). The concept of protean career orientation explores that employee should be more often involve in their career path handling. With this engage of career crafting through PCO they build themselves proactive career behaviors (Wiernik & Kostal, 2019). Career crafting enables an individual in finding the opportunities of their career growth. career crafting helps an employee to be more productive, build new work related experiences, job enlargement and career growth desires. Career crafting has a proactive ability that makes an employee change their behavior towards their work in a positive way for the growth of their career.

Career crafting as a mediator is refer to the behavior that is perceived by the employee. Job crafting meditates between protean career orientations to have a result on career growth. Career crafting creates a better performance, helps employee to be more productive, and sharps their personality and finding their career goals. Career crafting increase the chance of career growth and personal development of employee and create better performance because employee was work according to the need of career they are interested in. hence this research is to increase protean career orientation and to seek career crafting. Career construction theory have explained the career needs and their importance. It investigates the strength of career crafting and its role in employee jobs. As protean career orientation helps employee to develop their own interests for career, it cannot be done without career crafting. Career crafting was make an individual work for their growth in their workplace. In the light of previous literature and theory we hypothesize our statement as:

**H2:** Protean career orientation is positively related to career craft.

### **Career Crafting and Career Growth**

We applied career construction theory for our model where career crafting has positive impact on career growth with intrinsic career growth (career goal progress along with professional ability development) and extrinsic career growth (promotion speed and remuneration growth). career crafting involves the process for the success of every employee who are wasing for their development. Career crafting cannot be done if one has no potential for their growth. an individual was have to do their career crafting and increase their knowledge, skills and abilities and enhance them so that they can be more productive towards their job. Employee have their basic needs and competency towards their jobs and they need to find a way to satisfy their career and work related to their career. Every individual work to achieve their goals which is the career growth which have two factors i.e. intrinsic and extrinsic career growth (Deci et al., 2019; Deci & Ryan, 2020; Ryan & Deci, 2019). These factors are used to motivate the employee working in the organization, intrinsic career growth have career goal progress and professional ability development and extrinsic career growth have speed of promotion and ruminaton growth.

According to career construction theory, are determined by self-analyzation of career crafting. Employee with extrinsic and extrinsic career growth have the ability to do more effort and high quality career growth with the organization for their progress (Deci & Ryan, 2020). Low career crafting and low career growth are less likely to motivate employee and to engage in selffulfillment. This study theorized that job crafting meditates and has a positive impact on career growth with both intrinsic and extrinsic career growth. These factors also have impact on career goals and job performance from career crafting perspective. Career craft is the tast in their own way to fit for their career goals to increase which lead to high career growth. In the light of previous literature and theory we hypothesize our statement as: H3: Career crafting is positively related to Career growth.

### **Mediating Role of Career Crafting between Protean Career Orientation and Career Growth**

In this Career crafting plays mediating role between protean career orientation and career growth. There is a positive relation between career crafting and protean career orientation which has a positive effect on career growth of an employee. These career growths have both intrinsic and extrinsic career growth factors that affect the growth

of an individual employability (De Vos & Soens, 2008; Volmer & Spurk, 2011, Sultana, 2020). The role of career crafting with protean career orientation suggests that an employee involve handling their career growth. Career crafting involves task which engage themselves in career growth behavior. Such employee with career crafting behavior are more interested in new work related experience and increasing their work related tasks to develop new progress and competencies through protean career orientation (Abessolo et al., 2017; Guan et al., 2019; Lo Presti et al., 2018).

Career crafting develops new career growth tasks at work by crafting their skills, knowledge and abilities with perceptions related to the work. Different studies have shown various ways to increase career growth but our study was focus on career crafting with proactive individuals and by keeping their track at career paths and engage them into career crafting at the workplace (Zhang & Parker, 2019). There is a significant mediating relation of career crafting between protean career orientation and career growth. Employee with career crafting with the focus of protean career orientation asserts control over their career and projects a positive image at their workplace and accomplish career growth outcomes (Wrzesniewski and Dutton, 2019). According to kim and beehr (2019) career crafting impacts a significant and positive relation with employee career Growth. In the light of previous literature and theory we hypothesize our statement as:

**H4:** Mediating role of career crafting between protean career orientation and career growth.

#### **Moderating Role of Career Insight between Protean Career Orientation and Career Crafting**

Career construction theory have identified the moderating role of career insight between protean career orientation and career crafting. Career insight has a positive impact on protean career orientation and career crafting. Career insight is referring to the career engagement with learning goals of their career, career self-management and motivation to analyze their career strengths and weakness (Kaspi-Baruch, 2021). This study has proposed this model on contemporary career insight framework and have defines protean career orientation and career crafting on contrast of the moderating role. This study has focused on career insight as either self-direction or value driven on their career (De Vos and Soens, 2008; Rodrigues et al.,2019). Career

insight has both personal and organizational outcomes for career growth. Thus the aim of career insight is to abstract positive impact of protean career orientation and career crafting for the better outcomes. We have proposed moderating role of career insight that is based on the intelligent career framework (Arthur et al., 2017).

According to Parker et al. (2019) through career insight an individual accomplishes their career growth by managing their protean career orientation i.e. knowing how an individual can identify their strengths and weakness regarding their career and how an individual motivate their self-career crafting. Career insight enables an employee to know their inside are outside skills of their career in the current work place. These analyses include variables including own job related skills, expertise, abilities and career competencies. Career insight represents knowing why you need specific skills or career, reflects whom and career related skills and representing their competencies. Career insight along with protean career orientation with competency of career crafting plays an important role in generating desire outcomes for the employee by increasing their career growth which is also beneficial for the organization (Waters et al.2019).

Career insight is associated with career crafting and protean career orientation such as proactivity and self-effective coping mechanism for career outcomes with self-satisfaction towards the career. Career construction theory address factors for career insight that it either facilitate or motivate both intrinsic and extrinsic career growth after the process of career insight (Deci and Ryan, 2018). When people are engaged in self-task for their career because they find it interesting and involves engaging in such tasks with sense of career growth purpose (Gagné and Deci, 2018). In the light of previous literature and theory we hypothesize our statement as:

**H5:** Moderating role of Career insight between protean career orientation and career Crafting.

### **Research Methodolgy**

This section includes details of the research methods and techniques used and on how this research was carried out. It includes research design, target population, sample size, sampling techniques, data collection and procedures, the different software and techniques used for data analysis, and the detail of descriptive and confirmatory factor analysis of the model variables.

### **Research Design**

The study has been conducted following deductive method and hypothesis testing. Keeping in view the research question it is a quantitative study using survey technique for our data collection process. Research design is a plan which gives an overall view of the procedure and method adopted for the collection and analysis of crucial information. Research is primarily conducted through two methods. It includes qualitative and quantitative research methods. This research study was make use of secondary data by adopting a quantitative approach. The approaches employed in past research on the same topic was be adopted in this study (Apuke, 2017).

### **Population of the Study**

The population of the study public and private sector in Pakistan. As from the research that has been done on career crafting has been done mostly in abroad. We want to see the Pakistani people's take on career crafting associating it with the career growth linking it with one of the most important variable i: e protean career orientation.

According to Sekaran (2001), a population is a group of people, events, and things connected to the interest that the researcher wishes to explore. The current study population includes mainly the working staff of the private and public sector of the Pakistani organization including telecom, software engineers, accountants, technology handling employees etc. In the current study they was be the best respondents. In our current research, we are targeted 3 sectors that is telecom, banking and software engineers because they switched their job mostly so these are the best respondent to analyze the impact of career. Overall there are many reason an employee switches their job that include low career development or sometimes environmental factor that makes the employee leave their current job because they have strong mindset of protean career. We was ask them their short term opportunities which they have let go to gain long term success with the organization and its effect on their over career growth.

### **Sample Size**

As per Kotrlik, Higgins, and Barlett (2001) sample size of 200 is a great and suitable minimum sample size, whereas for complex research sample size of 300-450 is considered reasonable. Therefore, in this study time-lagged research was conducted

and a total of 350 responses were collected to test the proposed links. To convey self-administrated questionnaires, the type of sampling that is used to conduct this research was “Non-Probability Sampling”

### **Procedure of Data Collection**

The current study was use survey method for data collection. In this study we was gathering data in non-probability sampling so that we can conveniently get data from the population we have targeted. As it is hard to get data from entire population in the same time so we use time horizon and time lagged for this study because the research was limited to time frame. so questionnaires are the most common approach for data collection. We was collect our research data by making close ended questionnaires. We was distribute among our target audience i-e employees working in public and private sector in Pakistan.

### **Scales of Variable**

#### **Protean Career Orientation**

Protean career orientation was measured 14-items was adapted from (Briscoe et al., 2006). Which Measure focuses on employee’s attitude towards working across organizational boundaries. The sample item is containing (e.g. “When development opportunities have not been offered to me, I have sought them out on my own” and value-driven attitude “). Respondents rated on a 6 point Likert scale, ranging from 1= strongly Disagree to 7= strongly Agree. Cronbach’s alpha is found of .76.

#### **Career Crafting**

Career crafting was measured 9-items was adapted from (CCS, Akkermans & Tims, 2020), which measures employee should do successfully in order to craft their career growth. The sample item is “I take the time to reflect on what I am passionate about in my work.” And I inform important People at work about my achievements and results.” Respondents rated are the items were presented using a six-point scale that ranged from 1 (not strong) to 6 (strongest). Cronbach’s alpha is found of 0.91.

#### **Career Growth**

Career growth was measured 15 items associated with four dimension of career growth (Kim, Kang, Lee, and McLean 2016). Which included dimensions that is career goal progress, professional ability development, promotion speed, and remuneration

growth. Each dimension, except for remuneration growth (which held three items), held four items. A sample item

For career goal progress was “My present job moves me closer to my career goals.” A sample item for professional ability development was “My present job encourages me to continuously gain new job-related skills.” A sample item for promotion speed was “My promotion speed in the present Organization is fast.” A sample item for remuneration growth was “My salary is increasing quickly in my present organization.” Each item was evaluated by using a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach’s alpha is found of .93.

### **Career Insight**

Career insight was measured with 3 items that was adapted from the career insight scale developed by (Dobrow’s 2003) which measures the employee indicated the career crafting have given them better career insight in to their own career growth. The sample item is e.g. “I have obtained a better insight into what I find important in my career”. Respondents rated are the items were presented using a five -point scale that ranged from 1 (not strong) to 6 (strongest). Cronbach’s alpha is found of .87.

### **Data Analysis Techniques/Methods**

To analysis data set for current research below mentioned techniques have been used.

- 1.SPSS 23 has been used for data coding and statistics for frequencies have been run to address and identify the missing values.
- 2.Descriptive statistics, reliability analysis, correlations test for result analysis.
- 3.Regression analysis have been done through process by ver.3.3 to report suitable results.
- 4.Second factor order CFA has been estimated that has done in AMOS for the actual detection of model fit and path analysis.
- 5.Discussions of each result, its findings along proposed hypothesis, based on theory of career construction, a development theory of vocational behavior presented by Savickas (2005) have been established in well-defined manner.

### **Sample Characteristics and Demographic of the Study**

The sample was gathered from different organizations in service sector including different governments, semi governments and private organizations serving of Islamabad and Rawalpindi city. 22.9% were government, semi government were 13.4% and 63.7% were private organizations. Such as organizations were serving in different sectors of services hence, respondents were diversified characteristics such as, participant's Gender, etc. the final sample contained 52.9% while 47.1% were females and married marital status were 21.4% where 78.6% as were unmarried. Maximum participants were employed at lower management level 38.3%, middle management level 44.6% and whereas the upper management level were 17.1%. About 51.7% employees were Bachelor's degree holders, MS/M Phil were 19.1%, Master's degree was 26% while other 3.1% had PHD degree. Moreover, demographic statistics further illustrates the areas they are associated with the specialization of finance (23.1%), were HR (12.9%), in marketing (18%), were IT (21.1%) and 24.9% in others field areas.

### **Control Variables**

To test the effect on dependent variable (ANOVA) analysis of variance was performed and demographic variables gender, marital status, education and organization type were shown significant variance with dependent variables by the result of ANOVA test. Therefore, these demographics were controlled.

### **Confirmatory Factor Analysis**

Confirmatory factor analysis (CFA) was completed to determine both type of validities the discriminant as well as convergent validity of variables with their items. To study the factor structures of different sets of variables a series of CFA analysis was performed by using AMOS 23.0 software. The result of CFA presented in table shows that in each case of pairing, one factor model showed better fit as compared to four factor model (see Table 1).

**Table 1**

---

	$\chi^2$	df	$\chi^2/df$	CFI	NFI	GFI	AGFI	RMSEA
<b>One factor model</b>	3343	779	4.292	0.660	0.660	0.570	.525	0.97
<b>PCO and CI One</b>	404.38	119	3.398	.890	.852	.875	.839	.083
<b>PCO and CI Two factor model</b>	314.73	118	2.667	.924	.885	.900	.870	.069
<b>Four factor model</b>	1479.141	758	1.951	.904	.823	.829	.805	.052

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#### Confirmatory Factor Analysis Model Fit Results

##### Summary of Hypothesis

Hypothesis 1: Protean Career Orientation is positively related to Career growth.

Hypothesis 2: Protean career orientation is positively related to career crafting.

Hypothesis 3: Career crafting is positively related to Career growth.

Hypothesis 4: Mediating role of career crafting between protean career orientation and career growth.

Hypothesis 5: Moderating role of Career insight between protean career orientation and career Crafting.

##### Descriptive Statistics

Mean values, standard deviations, Cronbach alpha reliabilities of variables and bivariate correlations of main variables are reported in Table 1. The mean value and standard deviation (SD) for protean career orientation was found 3.12 and (SD=0.822), 3.03 (SD=0.962) for career insight, 3.25 (SD=0.868) for career crafting and 3.04 (SD=0.786) for career growth.

Table: 1

	Minimum	Maximum	Mean	Std.	Descriptive
Statistics					
Deviation					
	Statistic	Statistic	Statistic		
Statistic					
PCO	1.00	5.00	3.1216	.82290	
CI	1.00	5.00	3.0390	.96289	
CC	1.00	5.00	3.2530	.86860	
CG	1.00	5.00	3.0497	.78694	

Table: 2

Reliability statistics

Variables	No of items	Cronbach's Alpha
PCO	14	.918
CI	3	.700
CC	9	.906
CG	15	.918

**Bivariate Correlations**

Interpretation of results are given for understanding by following guidelines presented by Cohen (1988) which reflects that correlation of .10 - .30 is considered small, .30- .50, medium, whereas, correlation above .50 is considered as high correlation. The values of correlations were higher than .10 and were significant at  $p < .05$ .

Table: 3

Correlations				
	PCO	CI	CC	CG
PCO	1			
CI		1		
	.529 **			
CC			1	
	.672 **	.537**		
CG				1
	.553**	.455**	.550**	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

### Process Analytical Strategy

Preacher, Rucker and Hayes (2007) has been presented process analysis techniques have been used in current study to test causal relationships more accurately, similar to the previous traditional techniques that was presented by Baron and Kenny (1986) but is not sufficient to provide clear conceptuality about the relationships.

As it has been explained above, in this particular study, new approach “PROCESS” (Hayes, 2013, V3.3) was used which is comprise all macros presented individually by Preacher and Hayes (2008) in later versions. Different types of mediation, moderations and combination of models are studied. In current research, model 4 was used to analyze the direct, indirect effects which estimated the path coefficients in a mediated model and obtained bootstrap confidence intervals or bias corrected and Sobel test. Many statisticians (Fritz and Mackinnon, 2007) suggested bias corrected bootstrap test to address the indirect effects. To test mediation model, model 4 is selected by the “PROCESS”. These models description permit. Results of direct and indirect relationships are obtained by Model 4 separately. Previous section

is presented direct effects and following section is presented indirect results. Mediation hypothesis is tested by the method of confidence interval.

### Mediation and Test for Direct Effects

Process V3.3 for SPSS by Hayes (2004) techniques is used to test the main effects and the moderated effects. Hypothesis 1 – 3 predicated the main effects of protean career orientation on all outcomes. Demographics like organizations, education and total experience have been controlled for career growth whereas present experience has been controlled for moderator career insight.

Regression results are produced as beta( $\beta$ ) and p values as discussed in following section.

Hypothesis 1: indicated that protean career orientation is positively related to career crafting.

Results are presented in table 4 ( $\beta = .709, p < .001$ ). Therefore, it proved hypothesis 1.

Hypothesis 2: indicated that career crafting is positively related to career growth.

Results are presented in table 4 ( $\beta = .295, p < .001$ ). Therefore, it proved hypothesis 2.

Hypothesis 3: indicated that protean career orientation is positively related to career growth. Results are presented in table 4 ( $\beta = .528, p < .001$ ). Therefore, it proved hypothesis 3.

#### Table: 4

#### Relationships

#### Model Summary

Direct and Total effects	$\beta$	P	S.E	t
H1: Protean career orientation → Career crafting IV → MED	.7094	.0000	.041	7.67
H2: Career crafting → Career growth MED → DV	.2951	.0000	.052	5.63
H3: Protean career orientation → career growth IV → DV	.5289	.0000	.0427	12.3

#### Mediation Analysis

The protean career orientation and with outcomes variables career growth are mediated by mediators (career crafting) respectively and hypothesis 4 proposed indirect effect models.

There are different techniques in researcher's practices to test the indirect effects. Baron and Kenny (1986) presented a step by step method is one technique. To test complex models macros similar to "Indirect", and "Sobel" is introduced by Preacher and Hayes (2008).

To test mediations for current research two methods have been used. To test indirect relations Bootstrap technique has been used (Preacher and Hayes, 2008). To reduce irregularity related to sampling distributions of indirect relations issues can be addressed by using bootstrapped confidence intervals (Mackinnon, et al, 2004). Furthermore, to recheck the indirect effects normal theory Sobel test (1986) was also used. Sobel test is considering more authentic technique to estimate indirect paths (Preacher and Hayes, 2008). But the basic assumption of Sobel test is that the data is normal which is not always available for all variables. Therefore, these both methods have been used to reconfirm the indirect paths which are proposed in the theoretical framework. In this study, organization, total experience and education was controlled for direct and indirect effect on career growth.

#### **Bootstrap Test for Indirect Effects of Protean Career Orientation on Career Growth Through Career Crafting**

Hypothesis 4 indicated mediating role of career crafting between protean career orientation and career growth. Results indicated in Table 5 indicated that protean career orientation has a positive impact on career crafting ( $\beta = .709$ ,  $p < .001$ ) and career crafting has a positive impact on career growth ( $\beta = .295$ ,  $p < .001$ ). Furthermore, protean career orientation showed a positive direct impact on career growth ( $\beta = .528$ ,  $p < .001$ ). The bootstrap indirect effect of protean career orientation on career growth through career crafting was significant as the bootstrap confidence interval did not include a zero between lower limit and upper limit, .20, CI [.12, .3]. The formal two tailed significance test (assuming a normal distribution) demonstrated that the indirect impact was significant for career growth (Sobel  $Z = 5.3371$ ,  $P < .00$ ). Therefore, Hypothesis 4 is accepted.

**Table 5 Regression Results: Direct and Indirect Effects**

**Table: 5**

**Mediated Regression Analysis Results**

**Direct Effects**

Variable	B	P	S.E	T
H1: Protean career orientation → Career growth (IV→DV)	.7094	.0000	.041	7.67
H2: Career crafting → Career growth (CC→CG)	.2951	.0000	.052	5.63
H3: Protean career orientation→ career growth(IV→CG)	.5289	.0000	.042	12.3

**Bootstrap Results for Indirect Effect of IV on DV through MV (Bias Corrected Confidence Intervals)**

**H4: Career crafting mediates the relationship between protean career orientation and career growth.**

Effect	SE	LL95% CI	UL 95% CI
.2093	.0446	.1296	.3056

**Sobel Test for Indirect Effect using normal distribution**

Effect	SE	Z	P
.2093	.0392	5.3371	.0000

**Note:** N= 350, unstandardized regression coefficients are reported.

**Test of Moderation**

Hypothesis 5 predicted moderating role of career insight between protean career orientation and career crafting. To test this moderation hypothesis this moderation hypothesis moderated regression analysis was tested, which is proposed by the research methodologists (Aiken & West, 1991; Cohen, West, & Aiken, 2003). Before performing the moderation analyses moderating variable and independent variable

were centered by subtracting their overall means from the individual variable value (Aiken & West, 1991).

Moderation analysis that is a kind of regression analysis and explains impact of independent variable on dependent variable under the influence of a moderator, which is a third variable so, this effect can be adequately explained with model 1. To explain this effect statistically model 1 provides three pathways. Direct first path is impact of protean career orientation on career crafting. Second path is the direct effect of moderator career insight on career crafting. The most important is interaction path that is the multiplication of protean career orientation (IV) and career insight (moderator) on career crafting (mediator). It is important that interaction term should be significant to prove the moderation. Furthermore, I wanted to know the impact of career insight between protean career orientation and career crafting. For this I applied model. In process it automatically estimates the centered value prior to the estimation of moderation effects.

Hypothesis 5 predicted moderating role of career insight between protean career orientation and career crafting. From demographics organization found significant for career crafting and present experience was insignificant for career insight, therefore, it is needed to control for

These demographics for moderation analysis. To perform this moderation protean career orientation time 1 and career insight time 1 were entered Macro V3.3. Career crafting time 2, and career growth time 3, was taken as the dependent variable for this moderation.

Results for the moderation analysis are presented in Table 6 indicated that the interaction term (Protean career orientation x career insight) was found insignificant ( $\Delta R^2 = .0029, P < .156$ ).

**Table: 6 Career Insight as a Moderator Between Protean Career Orientation And Career Crafting:**

Predictor	B	SE	P	LLCI95%	ULCI95%
Constant	3.27	.036	.0000	3.203	3.34
Protean career orientation	.232	.040	.0000	.1527	.3122
Career Insight	.562	.047	.0000	.4690	.6558
PCO*CI	-.525	.037	.1568	-.1253	.0203
$\Delta R^2$	.0029		.1568		

**Conditional direct effects of X on Y (Slop Test)**

CAREER INSIGHT	Effect	Boot	SE	T	P	LL95% CI	UL95% CI
Career Insight		.613	.0566	10.83	.0000	.5017	.7242
Career insight M		.5634	.0475	11.84	.0000	.4690	.6558
+Career insight		.5118	0.621	8.24	.0000	.3897	.6338

**Discussion**

The major goal of this study is to investigate the intricate relationships between protean career orientation, career growth outcomes, career crafting as a mediator and career insight as a moderating factor. This study aims to contribute of how individuals with a protean career orientation navigate their career paths, the mechanisms through this orientation impact career growth outcomes, and the conditions under which these relationships are strengthened. This study aims to understand not only the direct relationship between protean career orientation and career growth but also how this relationship is influenced by intermediate factors career crafting and how it might be contingent on individual differences career insight. The second major goal of this particular study is theory of career construction theory in the area of management sciences, which issues are more prone to career construction under what conditions. While past studies have studied several other

issues, but this study is the first empirical study investigating of career of protean orientation.

The results of the investigation highlight the complex interplay between career growth outcomes and protean career orientation. One important way that people actively modify their professional trajectories is through the mediating role of career crafting. People with a strong protean career orientation are more likely to convert their goals into observable career growth outcomes by proactively modifying work activities and relationships. Furthermore, the moderating effect of career insight adds a substantial degree of complexity, implying that a strong sense of self-awareness and a thorough comprehension of one's abilities and values are essential for enhancing the benefits of a flexible career orientation. People with higher levels of professional insight not only construct their careers more skillfully but also use their self-awareness to successfully navigate and capitalize on their opportunities. Findings

This study pursued to create new input for the existing knowledge of protean career orientation has revealed several noteworthy findings, shedding light on the distinct characteristics and outcomes associated with individuals who embrace this dynamic approach to the professional lives. The significant observation is the intrinsic connection between protean career orientation and career growth. Those with a protean mindset exhibit a proactive stance, taking charge of their career trajectories with a keen focus on their own personal values, interests and preferences. Individuals with a protean career orientation actively seek opportunities to acquire diverse skills, positioning themselves as a versatile employee in the workplace. Our finding suggest that protean career orientation is significantly related to career growth when career crafting is introduced as a mediator and career insight introduced as a moderator. This is an interesting finding as it might explain the importance of career crafting towards moderating role of career insight. I found supported answers to the query hoe the researchers emphasize the importance of career crafting in their career growth when the employee learns the new skills and insight it then the employee actively crafting their career the new design of skill values and abilities and employees could achieve personal development and career growth. Career crafting is an addressed as an effective strategy for protean careerists to achieve desired career growth. As proposed, the outcome variables have shown positive relations with positive effect.

### **Theoretical Strengths**

This research has a unique advantage above other research in this particular domain because it has used as well as extended of the theory of Career construction theory assumes that individuals actively construct their own careers through process of self-exploration, decision making, and taking action.

According to career construction theory, employees developed and craft their own career according to their mindset and ultimately achieve their career goals it also depends on personal ability to understand their career then they can better able to craft their career and achieve ultimate goals. With career construction theory pursue the research goal of career crafting are closely emphasizing the idea that employee/individuals actively shape and construct their own careers (Crawford, LePine, & Rich, 2020). Career construction theory posits that individuals actively construct them career through their experiences, interactions and perceptions. Its suggests that individuals are passive recipients of career opportunities but rather actively shape their own career paths based on Their unique experiences, goals and values. On the other side, individual actively shaping one's careers, often with the goal of achieving greater satisfaction and fulfillment. It involves taking an active role in shaping one's career path, identifying strengths and interests, setting goals, and actively seeking out opportunities that align with those goals. With career construction theory is described that individual craft their own careers and increase their chances of achieving greater satisfaction and fulfillment in their career (Grant, 2019; Putra, Cho, & Liu, 2019). The theoretical strength of the protean career orientation lies in its emphasis on self-directedness. This aligns seamlessly with the demands of the modern workplace providing a lens through which individuals actively navigate and respond the evolving their professional landscape. This theoretical framework lies in its relevance to the contemporary work environment where career is increasingly dynamic and personalized. Protean career orientation, understanding the mediating and moderating roles of career craft and career insight and the holistic view of career construction theory, researchers gain a comprehensive tool kit to the complexities of career growth in today's multifaceted professional lives.

### **Methodological Strengths**

Including this, there is less quantitative research on protean career orientation as per my best knowledge. I, besides this tried to add original input to the newly constructed variables as well for the validation of the protean career orientation variable (Briscoe and Finkelstein 2019). This particular study integrated first time career construction theory with protean career orientation and mediating role of career crafting and moderating role of career insight and outcomes of career growth, it also advances it theoretically as well as methodologically.

### **Limitation and Future Direction**

This proposed study possesses a few theoretical as well as methodological strengths. Firstly, it adds theoretically of investigating mediation (career crafting) and moderation relationships by career insight, I have already explained in earlier section. The time lagged design explains the causality to a relationship for the analysis of mediation model that is extremely essential also acknowledged in career investigation. Biasness link with self-reporting was minimized by time lagged design for careers i.e. career growth.

This study focus on the impact of protean career orientation and career growth with the mediating variable. Future research should be incorporate more mediating factors such as job crafting and job satisfaction. Additionally, future research can examine the relationship between protean career orientation and career growth in the presence of moderating variable of career insight so the future study uses another variable of boundary less career orientation and outcome of career commitment and career success and moderating role of innovative work behavior. Therefore, future research should test the model for women and men separately to have better career insights because prior research suggests that men and women are likely to enact their differently because of social and psychological gender differences. Women, in general may have less freedom than men to engage in physical mobility because of spouse or family related barriers. whereas, men in general may have less freedom than women to engaging in psychological mobility because social expectations may oblige them to confirm to traditional work roles or to provide for their families.

### **Conclusion**

This study makes contribution to theory and practice in the area of employee career management. We draw a career construction theory empirically examine the

important role of protean career orientation on mediating role of career crafting, moderating role of career insight and career growth. We found that protean career orientation promotes career crafting, which in turn enables greater career growth. In addition, we found that protean career orientation affects employee career growth through a serial mediation between career crafting and career growth. In conclusion, the synergistic integration of protean career orientation, the mediating role of career crafting, the moderating role of career insight and the comprehensive theory of career construction has illuminated a nuanced understanding of contemporary career developments. Meanwhile, the theory of career construction encapsulates the complexity of protean career orientation and moderating role of career insight, mediating role of career crafting and outcome variable of career growth, emphasizing the interplay of personal attributes and the ongoing narrative construction of one's professional and personal journey. In Pakistan, the software houses and banking sector is rapidly expanding. The primary goal of the study is to identify the relationship between protean career orientation and career growth in the Pakistani setting, particularly in the software companies and banking sector. For this purpose, information is gathered from software companies and banking sector in Islamabad and Rawalpindi. In this study, protean career orientation, career crafting and career insight offers not just a theoretical construct, but a practical roadmap for individuals and organizations seeking to thrive in the dynamic and unpredictable terrain of contemporary careers. In practical terms, this framework offers guidance for both individuals and organizations. It suggests that fostering a protean career mindset, coupled with an understanding of one's strength and intentional career crafting is pivotal for achieving sustained and meaningful career growth.

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