

Impact of Employees' Protean Career Attitudes on Organizational Commitment of Financial Industry in Sri Lanka

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Abstract

Over the last two decades' despite of multitude of models looking to explain contemporary careers, protean careers have become widely recognized within the organizational literature. The concept of protean career has been tested as employee commitment form. Consequently, career literature is with contradictory arguments and little empirical evidence. This study attempts to investigate how protean career attitudes impact on organizational commitment of listed financial firms in Sri Lanka. A mixed study method was used. Data were collected through self-administered questionnaires and semi-structured interviews. Questionnaires were distributed to 100 managerial level employees and semi-structured interviews were conducted among 20 employees by using a convenient sampling technique. Data analysis was performed using descriptive statistics, correlation analysis, regression analysis and thematic analysis, and finally triangulation. The results of the study revealed that protean career attitudes have a significant positive relationship and impact on organizational commitment. Moreover, self-directed career management and value-driven predispositions positively related to organizational commitment, while self-directed career management impacts more on organizational commitment than value-driven predispositions. The findings of the study concluded that being a protean career attitude individual does not result in less organizational commitment. Further, the study recommended that it would be important for the employing organizations to provide development opportunities with better career management.

Introduction

Increased globalization, rapid technological advancements, expanded workforce assorted variety have altered the conventional organizational structures, employer-employee relationships and the work setting creating changes in how individuals enact their career. Within this change in the working world, competencies obtained for one employment does not serve for an extensive stretch of time, work is no longer characterized by a set of tasks which are mastered once career is no longer characterized by a vertical process of advancement within one organization (McMahon, Patton, & Tatham, 2003). As per (Hall, 2004) individual employees at all levels to have a solid inner "compass" in an ethically challenged business climate is required and to enable people to have the capacity to follow up their values and need of individuals who have the resources and ability for assuming responsibility of their career when the employer doesn't help.

There have been noteworthy changes in the nature of careers over the last few decades (Sullivan & Baruch, 2009). Over the most recent decade, "Protean" career have emerged and well known in organizational literature (Briscoe & Hall, 2006). Notwithstanding their popularity in the career literature, several authors argue that these career models needs to be tested empirically (Briscoe, Hall, & DeMuth, 2006). As indicated by (Fernandez & Enache, 2008) there is a remarkable gap in the literature on impact of protean career attitudes on organizational commitment, as we have limited understanding on how protean career attitudes impacts on organizational outcomes.

The concept of protean career has been tested as a predictor with employee commitment forms (affective, continuance, normative) by researchers such as (Çakmak-Otluoğlu, 2012; Briscoe & Finkelstein, 2009; Fernandez & Enache, 2008). Some scholars have suggested a positive relationship between career growth and organizational commitment (Agarwala, 2003; Ahmad & Bakar, 2003; DeConinck & Stilwell, 1996). But within the career literature there has been a traditional assumption that the protean career attitudes indicate a decline in organizational commitment (Sullivan, 1999). Without being tested empirically it is yet uncertain whether employees with protean career attitudes are less committed to their organizations (Zaleska & de Menezes, 2007). As per (Briscoe et al., 2006) individuals with protean career attitudes are more likely to leave the organization if their needs are not being full filled by the employer.

As per (Briscoe & Finkelstein, 2009) the reviewed literature on protean career attitudes and organizational commitment is informative, it does not vitally answer questions with respect to how protean career attitudes impacts on organizational commitment. According to (Leung, 2013) demographics of the workforce are changing with the passage of generation Y into the workplace. As per (Fenn, 2010) Y generation is labelled as flexible and adoptable generation having characteristics of protean career attitudes. Consequently, this study addresses the knowledge gap in the career literature how protean career attitudes contributes to organizational commitment with special reference to financial sector in Sri Lanka. Consequently, in the career literature evidence and contradictory arguments there is knowledge gap on this topic and past researchers have not concluded whether there is a positive or negative relationship with protean career attitudes and organizational commitment.

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The present study focused on four key objectives. They are to identify the existing nature of protean career attitudes and organizational commitment, to identify the relationship between protean career attitudes and organizational commitment and to analyse the impact of protean career attitudes on organizational commitment and how the attributes of protean career attitudes contributes to organizational commitment.

The rest of the article is organized first with a detailed investigation and justification of the theoretical context and the hypotheses of the study. Second, the methodological approach is clarified. The analysis is then presented followed by a discussion of the findings. Finally, conclusions are made along with implications to theory and practice

Literature Review

Protean career attitudes

The first writing about the protean career was found in 1976 the book called "careers in organizations" by the Douglas T. Hall. The term protean is derived from the Greek god Proteus, who could change his shape at will (Hall, 1976). According to (Hall, 1976) protean career is individual the organization is not in charge, where the individual centered values are driving career choices, and where the primary achievement criteria are subjective (psychological success) and protean is a synonym for being flexible, adoptive and changeable. As per (Hall, 1996) the careers at 21st century will be protean, career that will reinvented by the person from time to time, as the person and the environment change. The career of 21st century is not estimated by chronological age and life stages, however by continuously learning and identify changes and their growth will be a process of continuous learning fuelled by a combination of the person, work challenges and the relationships (Hall, 1996). The first dimension of protean career attitudes is self-directedness, is the degree to which an individual is adopted to a self-directed career management. It includes learning the demands of a career on a continuous basis and looking for work challenges and proceedings onwards to perform well in a job (Briscoe & Hall, 2006). This approach makes the individual, as opposed to his or her employer, in charge of arranging what occurs in their career (Baruch, 2004). The second dimension, value driven is the degree to which an individual's personal internal values serve as a source of direction, standard and benchmark for measuring specific career goals (Briscoe & Hall, 2006). This dimension stresses that the values held by the individual are what propel behaviour and not external standards or factors that are extrinsic to the individual (Briscoe & Finkelstein, 2009).

Organizational commitment (OC)

Organizational commitment is one of the most important concepts in the fields of management, organizational behaviour and human resource management (Cohen, 2007). (Porter, Steers, Mowday, & Boulian, 1974) portrayed OC by three psychological factors: first, a belief in and acceptance of organizational goals and values (identification); second, a willingness to exert considerable effort toward organizational goal accomplishment (involvement); and third, a strong desire to remain in the organization (loyalty). Affective commitment (AC) is the employees' emotional attachment to the organization with identification and involvement in organization. According to (Allen & Meyer, 1990) committed employees "identifies with, is involved in, and enjoys membership in, the organization". According to (Allen & Meyer, 1990) continuance commitment (CC) is a desire to remain an individual of an organization because of attention of the cost associated with leaving it. Normative commitment (NC) is a decision to remain a member of an organization due to a feeling of obligation (Allen & Meyer, 1990). According to (Meyer & Herscovitch, 2001) NC as "the mind-set that one has an obligation to pursue a course of action of relevance to a target". (Meyer & Parfyonova, 2010) suggest that NC has two faces "moral duty and indebted obligation".

Protean career attitudes and organizational commitment

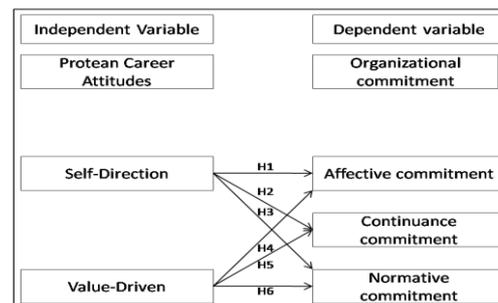
According to (Çakmak-Otluoğlu, 2012) self-directed career management has positive relationship with affective and normative commitment. Regardless the fact that self-directed career management suggest an independent nature, it could be expected that individuals with self-directedness would be less normatively committed to their organizations (Çakmak-Otluoğlu, 2012). Moreover, his findings show that self-directed career management is negatively related to continuance commitment. The negative relationship between value driven career management and NC is noteworthy in (Çakmak-Otluoğlu, 2012) study. Considering this finding (Çakmak-Otluoğlu, 2012) asserted that individuals who are not clear in their own values tend to be more

committed normatively to their organizations. According to research conducted by (Briscoe & Finkelstein, 2009) suggest that organizations should expect as much (or as little) affective commitment from those with PCA as anyone. Moreover, it was somewhat surprisingly that neither of the PCA related negatively to NC or CC. Negative relationships did not emerge, neither did positive ones. According to findings of (Fernandez & Enache, 2008, Pradeepamali & Raanasinghe, 2019) suggest that individuals high on PCA (Value-Driven (VD) predispositions and Self-Directed (SD) attitudes) show high levels of AC and they are not inclined towards organizational mobility.

Due to considerable influence of organizational commitment on employees and organizations, emphasis of present research is placed on how employees' protean career attitudes impact on organizational commitment on financial industry in Sri Lanka

Conceptual Frame Work

Figure 1: Conceptual framework



Source: Researchers construction

Hypothesis development

H1: There is a relationship between self-direction in career management and affective commitment

As regulation focus theory proposes that self-regulation in relation with strong ideals versus strong oughts differs in regulatory focus. Ideal self-regulation involves promotion focus, concerned with advancement, growth and accomplishments. Ought self-regulation involves a prevention focus, concerned with security and safety (Higgins, 1998). Individuals who are self-directed perceive they are internally driven and expected to exhibit a promotion focus. Therefore self-directed career management is expected to be related with affective commitment.

H2: There is a relationship between self-direction in career management and continuance commitment

Continuance commitment can be described as cost based form of commitment on one's belief that leaving the relationship would incur high personal sacrifices and or available alternatives are limited or inexistent (Meyer and Allen, 1997). Therefore self-directed career management is expected to be related to continuance commitment.

H3: There is a relationship between self-direction in career management and normative commitment

As per (Briscoe and Finkelstein, 2009) found no relation to normative commitment and as per (Çakmak-Otluoğlu, 2012) self-directed career management is positively related to normative commitment. It requires further empirical support from Sri Lankan context. Therefore self-directed career management is expected to be related to normative commitment.

H4: There is a relationship between value driven predispositions and affective commitment

Person who is not clear in his or her values is more inclined to accept and adopt organizational values and are likely to develop affective bonds with the organization. Therefore value driven predispositions is expected to be related to affective commitment.

H5: There is a relationship between value driven predispositions and continuance commitment

It is expected that high value driven individuals experience stronger promotion focus, Therefore it is expected value driven predispositions are related to continuance commitment

H6: There is a relationship between value driven predispositions and normative commitment

As per (Çakmak-Otluoğlu, 2012) value driven predispositions are negatively related to normative commitment. It requires further empirical support from Sri Lankan context. Therefore value driven predispositions is expected to relate to normative commitment.

Research Methodology

Chosen research design of this current study is mixed method design. This contrasts to empiricism on which quantitative methods are based. Qualitative method is used for the depth analysis of the phenomenon which aims to validate the results obtained from quantitative method. The target population of this current study was employees working in listed financial sector institutions in Sri Lanka. Sample size of this study is one hundred and twenty (120) employees working in listed financial sector institutions in Sri Lanka. It consist of one hundred (100) employees for quantitative method and twenty (20) employees working in financial sector institutions in Sri Lanka for qualitative method. Convenience sampling technique was used for this current study for both the quantitative and qualitative methods. The main source of data use for this study is primary data collection. Researcher used self-administered questionnaires and semi structured interviews for the study.

Table 1: Data analysis methods

Objective	Analysis method (Quantitative)	Analysis method (Qualitative)
To identify the existing nature of protean career attitudes and organizational commitment	Descriptive statistics	
To identify the relationship between protean career attitudes on organizational commitment	Correlation coefficient analysis	Thematic analysis and Triangulation
To analyze the impact of protean career attitudes on organizational commitment	Simple linear regression analysis	
To identify how the attributes of protean career attitudes contributes to organizational commitment	Multiple linear regression analysis	

Table 2: Operationalization of independent variable

Dimension	Indicators	Measurement	Source
Self-direction	Self-efficacy	5 point likert scale	(Briscoe et al., 2006) Cronbach Alpha 0.84
	Self-responsible		
	Autarchic		
	Self-values		
	Independent		
Value driven	Self-dependent	5 point likert scale	(Briscoe et al., 2006) Cronbach Alpha 0.73
	Career interest		
	Proactiveness		
	Personal autonomy		
	Individual agency		
	Career sense of identity		
	Normative standards		
	Core beliefs		
	Self-perception		

Source :(Briscoe et al., 2006)

Table 3: Operationalization of dependent variable

Dimension	Indicators	Measurement scale	Source
Affective commitment	Self esteem	5 point likert scale	(Meyer et al., 1993) Cronbach alpha 0.91
	Personal meaning		
	Proud		
	Emotionally attachment		

Continuance commitment	Strong sense	5 point likert scale	(Meyer et al., 1993) Cronbach Alpha 0.82
	My view		
	Leave		
	Difficult to leave		
	Disrupted the life		
Normative commitment	Costly to leave	5 point likert scale	(Meyer et al., 1993) Cronbach Alpha 0.87
	No pressure		
	Personal sacrifice		
	Responsibility		
	Obligation		
	Continuation		
	Difficulty to leave		
	Guilty		
	Loyalty		

Source :(Meyer et al., 1993)

Results and Interpretations

Table 4: Reliability analysis

Variable	Cronbach's Alpha	Nu. Of items
Self-direction	0.882	8
Value driven	0.848	6
Affective commitment	0.853	6
Continuance commitment	0.860	6
Normative commitment	0.832	6

Source: Based on analysed data

Cronbach's Alpha value for all dimensions exceeds 0.70. There is an acceptable internal consistency. Therefore, these selected items can be combined to create variables.

Objective 01: To identify the existing nature of protean career attitudes and organizational commitment.

Table 5: Mean and standard deviation of variables

Variable	Mean	Standard deviation
Self-direction	3.0150	0.91775
Value driven	3.0533	0.94723
Organizational commitment	3.1017	0.93724

Source: Based on analysed data

Mean value and standard deviation of self-direction career attitudes is 3.0150 and 0.91775 respectively. This mean value implies that employees working in financial sector institutions some extent agreeing to the existing situation of self-direction career attitudes.

Mean value and standard deviation of value driven career attitudes is 3.0533 and 0.94723 respectively. It shows that employees working in financial sector institutions are some extent agreeing with the existing situation of value driven career attitudes. Mean value and standard deviation of organizational commitment is 3.1017 and 0.93724 respectively. It implies that employees working in financial sector institutions agree moderately with the existing situation of organizational commitment.

Objective 02: To identify the relationship between protean career attitudes on organizational commitment.

Researcher used technique of Pearson correlation under correlation coefficient analysis.

Table 6: Correlation between self-direction and affective commitment

Dimension	Pearson correlation	P- Value
Self-direction	0.722	0.000

Source: Based on analysed data

According to the correlation analysis shown in table 6, Self-direction career attitude is positively correlated with affective commitment. Self-direction denotes an amount of 0.722 correlation with affective commitment which is suggested that there is a positive relationship between self-direction and affective commitment. P value generated from the analysis result is 0.000. This is less than significance level of 0.05. Therefore, the researcher confirmed the hypothesis H1 and null hypothesis is rejected.

The qualitative findings also worth mentioning is that employees who are self-directed they have higher organizational commitment. Most of the respondents stated that they wish to put their commitment to their organization. Their perception is to continue their job through commitment. Below statements assure it,

“Hmm.... I think I am the responsible person in my career success. In future I want to be in a better position than where I am now. It is how I feel every time if I get a promotion. Now I am satisfied with my current position but I put maximum effort to my company to go up in my career.”

“I have worked in this company for 8 years. Throughout this time they have offered adequate opportunities for my higher studies. There is a favourable environment where I feel I am independent. So I like to remain in my company as a lifetime employee and work for the betterment of my company [...].”

Table 7: Correlation analysis between self-direction and continuance commitment

Dimension	Pearson correlation	P-Value
Self-direction	0.700	0.000

Source: Based on analysed data

According to the table 7, the self-direction is positively correlated with continuance commitment. The correlation coefficient is 0.700. It indicates a positive relationship between self-direction and continuance commitment. P - Value generated from the analysis result is 0.000. This is less than the significance level of 0.05. Therefore, the researcher confirmed hypothesis H2 and null hypothesis is rejected.

Nowadays cost of living is increasing. Everyone work with commitment to earn money. Interview results further show that employees working in financial sector institutions have positive relationship between self-direction and continuance commitment. Below statements assure it;

“[...] I work here as operational level employee. I am in a lower level. But I want to be in a higher position in the future. On the other hand, I can get more benefits like higher salary and benefit from my organization. So I put maximum effort to my organization while achieving my career goals.”

“[...] People want money, so they prefer to work more and get success in their career life to earn more money and benefits. Myself also I work hard to my company as I can achieve my career goals and get more benefits to have a luxury life.”

Table 8: Correlation analysis between self-direction and normative commitment

Dimension	Pearson correlation	P – value
Self-direction	0.696	0.000

Source: Based on analysed data

According to table 8, self-direction career attitude is positively correlated with normative commitment. Self-direction denotes an amount of 0.696 correlation with normative commitment which is suggested there is a positive relationship between self-direction and normative commitment. P value generated from the analysis result is 0.000. This is less than the significance level of 0.05. Therefore, the researcher confirmed the hypothesis H3 and null hypothesis is rejected.

Qualitative findings also shows that employees working in financial sector institutions have positive relationship between self-direction and normative commitment. Below statements assure it;

“Hmmm.... I am an operational level employee in this bank. But I want to go for a higher position in the future. In my side I must complete all the exams. But on the organization side my organization provides me number of training opportunities to improve my abilities, it is always helpful to my future career success. So I think I have a responsibility to work with commitment to my employer as they provide their support to get our career goals succeeded.”

Table 9: Correlation analysis between value driven and affective commitment

Dimensio	Pearson correlation	P- value
Value driven	0.683	0.000

Source: Based on analysed data

According to the table 9, value driven career attitude is positively correlated with affective commitment. Value driven denotes an amount of 0.683 correlation with affective commitment, P value generated from the analysis result is 0.000. This is less than 0.05 level of significance. Therefore, the researcher confirmed the hypothesis H4 and null hypothesis is rejected.

Qualitative findings also shows that employees working financials sector institutions who are more value driven are positively committed to their organizations. Below statements assure it,

“[...] from my school days I had a dream to work in a one of the reputed bank in Sri Lanka. I feel happy because I am working in one of the most respected bank in Sri Lanka it is the place where I preferred to join. Even though my job role is risky I really like to work here because this is the place where I have satisfaction. I put my maximum effort in my job in order to continue for the future.”

“I believe and I work on my priorities. We all have our own values. As an organization they should have succession plans for their employees. In my organization they give their concentration on our values in their development plans. I put my maximum effort to my organization because they have considered my values [...].”

Table 10: Correlation analysis between value driven and continuance commitment

Dimension	Pearson correlation	P – Value
Value driven	0.705	0.000

Source: Based on analysed data

According to the table 10, value driven career attitude is positively related to the continuance commitment. Value driven career attitude denotes an amount of 0.705 correlation with continuance commitment which is suggested that there is a positive relationship between value driven and continuance commitment. P value generated from the analysis result is 0.000. This is less than significance level of 0.05. Therefore, the researcher confirmed the hypothesis H5 and null hypothesis is rejected.

This result can be further supported by qualitative findings. Some findings indicate that the employees having their continuance weight up the pros and cons of leaving the organization. Qualitative findings also shows employees working financial sector institutions have positive relationship between value driven career attitudes and continuance commitment. Below statements assure it;

“I work on my priorities. It's not a matter how other people evaluate my career choices. I am responsible for my choices and it's not others decisions. I am getting a good salary from my company. And my job role match with my values and I am receiving a salary that I have expected. So I put my effort to my company and I like to remain here for future.”

“[...] our values are important for everyone as I suppose. In my organization I have a job role where I like to do. I receive better financial benefits. If I leave my employer, I lose everything I received. So I work here with commitment because I have a good job role which satisfies my values and better benefits.”

Table 11: Correlation analysis between value driven and normative commitment

Dimension	Pearson correlation	P – Value
Value driven	0.664	0.000

Source: Based on analysed data

According to the table 11, value driven career attitude is positively related to normative commitment. Value driven career attitude denotes an amount of 0.664 correlation with normative commitment. P value generated from the analysis result is 0.000. This is less than the significance level of 0.05. Therefore, the researcher confirmed the hypothesis H6 and null hypothesis is rejected.

Qualitative findings further ensure that the employees working in financial sector institutions have positive relationship between value driven predispositions and normative commitment. It can be assure as follows;

“[...] most important thing in my career life is how I feel about my career. I navigate my career on my personal priorities. In here I have what I have expected in my career life. Now I am in the middle level but I hope to go up in

my career. So I feel sense of loyalty and work committedly towards my organization.”

Objective 03: To analyse the impact of protean career attitudes on organizational commitment.

Table 12: Model summary of simple linear regression analysis

R	R Square	Adjusted R Square
0.738	0.545	0.540

Source: Based on analysed data

According to the table 12 Correlation (R) is 0.738. This indicates that there is association between protean career attitudes and organizational commitment as the R is more than 0.7 there is positive association.

According to the results generated from the model summary R square is 0.545. It suggests that 54.5% of dependent variable is explained by independent variables. Model can be considered as fitted.

Table 13: Coefficient summary of simple linear regression analysis

Predictor	β coefficients	Standard error	T value	P – value
Constant	0.773	0.224	3.449	0.001
Protean career attitudes	0.767	0.071	10.832	0.000

Source: Based on analysed data

According to the table 13 constant β_0 was implied that while protean career attitudes remains zero, organizational commitment is 0.773. The P value of the constant is 0.001 and it denotes that statistically significant at 0.05 level of significance.

In addition, protean career attitudes show positive beta coefficient. It suggests one-unit increase in protean career attitudes, organizational commitment is increased by 0.767. Further this is significantly contributed to the model as P value is 0.000 is less than 0.05 level of significance.

This finding can be further assured from qualitative results as follows;

“I am like to go ahead in my career. Because I want to be in a big position in the future. In my organization they always provide development opportunities for their employees. They have good succession plans. So I put my maximum effort in performing my job role to achieve my career goals.”

“I am working here for 13 years. I am satisfied with where I am now. But I want go ahead in my career in the future. I have independent environment where I can achieve my success. So I put my hard work and commitment to my organization and I like to work here for future [....].”

According to the above information, simple linear regression model can be expressed as follows

$$OC = 0.773 + 0.767PCA + \epsilon$$

Objective 04: To identify how attributes of protean career attitudes contributes to organizational commitment

Table 14: Analysis of variance for multiple linear regression

Model	Sum of squares	Degree of freedom	F	Significance
Regression	47.573	2	58.574	0.000
Residual	39.391	97		
Total	86.963	99		

Source: Based on analysed data

From the above findings it indicates that 47.573 of variation can be explained by regression and 39.391 of dependent variable organizational commitment is explained by residual. It suggests that regression model is fitted well because the significance is 0.000 which is less than 0.05 significance level.

Table 15: Coefficient table of multiple linear regression analysis

Predictor	β coefficients	Standard error	T- Value	P – Value
Constant	0.767	0.225	3.411	0.001

Self-direction	0.477	0.141	3.376	0.001
Value driven	0.294	0.137	2.148	0.034

Source: Based on analysed data

According to table 15 constant β_0 was implied that while protean career attitudes remains zero, organizational commitment is 0.767. The P value of the constant is 0.001 and it denotes statistically significant and at 0.05 level of significance.

In addition, self-direction shows a positive beta coefficient. It suggests one-unit increase in self-direction career attitudes while other variable remains constant, organizational commitment is increased by 0.477. Further this is significantly contributed to the model as P value is 0.001 is less than 0.05 level of significance. Therefore, the null hypothesis is rejected and alternative hypothesis is accepted.

These findings are further assured by the researcher using qualitative results as follows;

“[...] People are never satisfied. Even a manager is not satisfied, even a labour is not satisfied with their position. Everyone always think to go for higher positions. Then only they can make a balance between satisfactions and do a good job for the organization. Myself I always think to go up in my career life. I am working efficiently and with commitment for my further career success.”

“Hmm.... If I want to do something that will enhance my career life, first I am discussing it with my organization. If they support I am freely doing what I want. I am happy with my employer and I put my maximum effort in order to continue my work. Because career success is the most important thing in my life [...]”

When consider the value driven career attitudes the beta coefficient is 0.294 indicates that when value driven career attitudes increase by one unit while the other variables remains constant, organizational commitment increase by 0.294 units. It can be seen that value driven career attitudes significantly contributes to the model since P value is 0.034 is less than 0.05 level of significance. Therefore, the null hypothesis is rejected and alternate hypothesis is accepted.

These findings can be further validated by the qualitative findings as follows,

“[...] I navigate my career on my personal priorities because I don't like to do any job that I don't like to do. What I do is what I like to do. So I put my hard work and commitment to this organization. Because I have satisfaction here.”

“[...] it's not a matter how other people evaluate my career choices it is immaterial of what people say. I select my path on my own decisions. Because if not I suffer. In future if I want to be chef I will be a chef even though whatever the status people give not a matter for me otherwise we can't do work with our maximum effort. I work here because I like to work in this field. So I put my hard work and commitment to my organization.”

According to the above information, multiple linear regression model can be expressed as follows.

$$OC = 0.767 + 0.477SD + 0.294VD + \epsilon$$

Conclusions and Recommendations

Researcher identified that there is a positive relationship between self-direction in career management and affective commitment. Findings of the current study agreed with the (Çakmak-Otluoğlu, 2012). This suggest that self-directed career management is positively related to the affective commitment. Self-direction in career management indicates an internal locus of control (Çakmak-Otluoğlu, 2012) .

Moreover, researcher identified that there is a positive relationship between self-direction in career management and continuance commitment. However this result even contradict with the findings of (Çakmak-Otluoğlu, 2012) in her study found there is a negative relationship between self-direction in career management and continuance commitment. And even with (Briscoe & Finkelstein, 2009). It suggests neither positive nor negative relationship emerged. Findings of the current study may be because employees working in financial sector institutions are committed to the organization due to fear of losing benefits and if organization is providing ample opportunities there would be no benefit to seek outside benefits. Additionally, researcher found

there is a positive relationship between self-direction in career attitudes and normative commitment. It agrees with findings of (Çakmak-Otluoğlu, 2012). Positive relationship is captivating, as the self-direction in career management has an independent nature, it would be expected that individuals with self-directedness would be less committed to their organization.

In the present study researcher found that there is a positive impact with protean career attitudes on organizational commitment. Findings of the current study agrees with the findings of (Nishanthi and Kailasapathy). But it contradict with the findings of (Briscoe & Finkelstein, 2009) suggest protean career attitude is neither positively or negatively contributes to normative and continuance commitment. Further researcher found there is a positive impact on self-direction in career management on organizational commitment. Findings of the current study agree with the findings of (Çakmak-Otluoğlu, 2012) and findings of (Enache, M. Sallán, Simo, & Fernandez, 2013).

By reviewing the data analysis from qualitative and quantitative methods results of the current research suggests that being a protean career attitude individual does not automatically result in less organizational commitment. This study provides the assurance to employers who might worry about investing in employees who are more independent and who are more self-driven. Moreover, researchers' findings consistent with these assertions through interview discussions had with employees working in financial sector institutions. It can be concluded that if an organization with better career management, employees with even high protean career attitudes are committed to the organization and do not find any difference from other employees.

It is recommended that it would be important for the employing organizations to provide development opportunities for career advancement and tolerant culture with proper HRM policies. Today financial sector of Sri Lanka it is visible that apply innovative concepts to get attract customers are increasing due to the competition prevailing in the financial sector. Moreover, financial sector is an industry in which workers accept greater risk as it deals with financial resources. Researcher suggests that there can exist a positive effect between protean career attitudes and organizational commitment that by providing development opportunities would enable the employer to get more committed workforce. Strong value driven predispositions were found to be positively impact on organizational commitment reinforcing the importance of finding a strong value fit between organizational and individual values for fostering and increasing individuals' commitment to their employing organizations

Directions for future research

As with all studies this study suffers some limitations providing an opportunity for future researchers. First this study is based on financial sector only, future researcher can conduct the research on other industries.

Second this study examined only organizational commitment. It may be that protean career attitudes interact in different ways with other forms of commitment and other organizational outcomes.

Further future research can be conducted using moderating effects. Future researchers can focus more on many moderators to identify moderation effects on existing relationships.

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