



Protean Career Attitude as an Antecedent of Employee Resilience

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Abstract

Protean career attitude and employee resilience is an increasingly important, but under researched aspect of modern careers. The purpose of this study is to examine the changes organizations (universities) are facing while focusing on protean career attitude and employee resilience. And to focus on changes on employee performance and how supervisor support increases organization identification among employees. Participants in this study were 600 teachers of private universities. The results indicate a significant relationship between protean career attitude and organization identification with moderation of supervisor support. Significant relationship between organization identification and voice behavior with mediation of desire to have significant impact through work. Significant relationship between desire to have significant impact through work and employee resilience with mediation of voice behavior. Significant relationship between organization identification and employee resilience with sequential mediation of desire to have significant impact through work and voice behavior. And lastly significant relationship exists between protean career attitude and employee resilience with sequential mediation of psychological empowerment and personal initiative. The findings reveal that organizations should focus more on supervisor support to employees in this way career-oriented employees will have more organization identification and they will be more resilient.

Keywords: Protean career attitude, Supervisor support, Organization identification, Desire to have significant impact through work, Voice behavior, Psychological empowerment, Personal initiative, Employee resilience

1. Introduction

Due to the introduction of new industries and swift changes in business environments, the 4th Industrial Revolution has brought about innovative changes that are currently taking place in society as a whole (Ha & Lee, 2022). Industrial modernization has increased the expectations for flexibility and adaptation on employee and it also results in dynamic workplace environment (Sima et al., 2020). Contemporary employees must be proactive as well as self-reliant to succeed in this climate as modern occupations have grown more dynamic and complex (Cortellazzo et al., 2020). So, in this context, it has been argued that the best practical coping mechanism for all of these unpredictable job scenarios is a versatile career mindset that involves higher mobility, a more holistic perspective, and a developmental progression (Gubler et al., 2014). It's now necessary for people to actively adapt to changes in their external environments and take charge of their own job growth in this quickly changing environment (Ha & Lee, 2022). The definition of "career" has altered as a result of globalisation and technological advancements that have created a volatile environmental situation (Quigley & Tymon, 2006). The career path paradigm has changed from what was a typical profession to protean career as a result of this awareness (Sei, 2019). Many today primarily care about their own careers, and the work atmosphere is chaotic and stressful (Bester, 2019). Career actors are expected to take charge of their own career development as traditional linear organizational careers continue to make way for self-directed, values-driven, and boundaryless professions (Sweet & Moen, 2012). A career that is driven by personal autonomy, self-invention, and self-direction instead of business needs is known as having a protean career attitude (Cortellazzo et al., 2020). Protean career attitudes are mostly investigated from an individual perspective, including career success and job happiness. Little research has also been done on other connections between protean career attitude and organizational outcomes (McArdle et al., 2007).

In today's tough workplace, when managers encourage their employees, they will be more efficient and career-focused. So that workers can deal with challenging circumstances at work and develop resilience. The organizational climate is incredibly unstable, complicated, and hazardous right now. Teams, individuals, and organizations all have to deal with these negative, quick changes in the organizations (Stephens et al., 2022). Hence, it is now more important than ever for businesses, in addition to their staff and members, to understand how to react quickly and promote positive change. Recent demands have been made to look into how variables, particularly those connected to resilience, may affect how organizations perform during times of crisis (Caniëls et al., 2019). As employee resilience refers to "the ability of individuals to use resources to consistently adapt and prosper at work, especially when presented with difficult conditions" (Kuntz et al., 2016, p. 460). According to Fikretoglu and McCreary (2012), resilience is focus on someone who exhibits positive adaptability after facing considerable hardship.

As employees with protean career attitude are more career focused and considered to have less organization commitment. Organization Identification, a particular type of social identification, describes the degree of social group membership. These are viewed as being favorable for the business since individuals view organizational goals as personal objectives and are motivated to achieve them (Edwards, 2005). A significant contribution will be the relationship between desire to have significant impact through work and voice behavior. This study thus seeks to

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answer the dilemma raised by protean career attitude studies on the prediction of employees' intentions toward their contribution to organizational performance and the degree of their resilience in the face of pressure.

If an employee is more resilient than he will be proactive and empowered to take decisions and initiatives. Psychologically empowerment is when someone feels in charge of their work and has a proactive mindset (Spreitzer, 1995). Employees are more likely to behave pro-actively when they have high levels of autonomy and empowerment. So, it is supported that when psychological empowerment increases employees work more proactively.

Therefore, the main objective of this study is to find how protean career attitude is affecting employees (lecturers) in education sector, for this the objectives of this study are: first, to study the relationship between protean career attitude and employee resilience. Second, to study the relationship of protean career attitude and organization identification with moderation of supervisor support. Thirdly, the relationship of organization identification and voice behavior with mediation of 'desire to have significant impact through work'. Fourth the relationship of 'desire to have significant impact through work' and employee resilience with mediation of voice behavior. Fifth, the relationship of organization identification and employee resilience with sequential mediation of 'desire to have significant impact through work' and voice behavior. Sixth, the sequential mediation of psychological empowerment and personality initiative between protean career attitude and employee resilience. The findings of this research will assist managers, HR professionals, teachers and relevant educational sector which will help in better strategizing future strategies to boost employees' organizational identification.

2. Literature Review

2.1. Supervisor support as a moderator between protean career attitude and organization identification

Significant correlations exist between protean career attitude and subjective career outcomes like job satisfaction, career satisfaction, and perceptions of career success (Volmer & Spurk, 2011). Traditional workplaces are characterized by a culture of employer loyalty and commitment among employees for the organization (Briscoe, Hall, & DeMuth, 2006). In exchange, the employer organization rewards the workers with promotions, appreciations, pay raises, more authority, and more responsibility. As a result, workers can work for the same company their entire lives (Zafar et al., 2017; Zafar et al., 2022). Organization Identification is the degree to which an individual identifies to any organisation, giving them a sense of identity (Ashforth & Mael, 1989).

But when employee who has protean career attitude got supervisor support within his organization his attitude can change. Despite receiving less attention, the effect of supervisor support upon emotional commitment to change has in fact been explained using social exchange theory (Neves, 2011). Support from the supervisor can help employees meet their socio-emotional requirements, give their work a purpose and meaning, and instil in them a sense of responsibility to return the favour (Eisenberger et al., 2002; Shahbaz, 2015; Asif et al., 2017). Supervisory support can meet employees' socio-emotional needs, instil a feeling of meaning and purpose in their job, and instil a feeling of duty to return the supervisor's attention (Rhoades et al., 2001). So, we can conclude that if supervisor support moderates the relationship between protean career attitude and organizational identification it can change the relationship between them. We can hypothesize that

Hypothesis 1: Supervisor support moderates the relation between protean career attitude and organization identification

2.2. Desire to have significant impact through work, organization identification and voice behavior

Since people see organizational objectives as personal aims and thus are motivated to attain them, these are seen as advantageous for the firm (Edwards, 2005). A person's level of desires, demands, and obligations towards the company they work for can be used to measure their organizational commitment (Todorović et al., 2017; Qaiser et al., 2021). And that employee will also want to help others by sharing his knowledge and helping others in maximum ways possible. These are viewed as being favourable for the business since individuals view organizational goals as personal objectives and are motivated to achieve them (Edwards, 2005). Particularly, it has been discovered that organizational identification is adversely connected with turnover intentions as well as turnover and positively linked with performance and organizational citizenship activities (Bartel, 2001). Therefore, it follows from the social exchange theory that employees who have a greater sense of organisation identity will be more eager to work for other people.

People always speak out against all negative and undesirable factors that could prevent the achievement and performance goals in order to reach those goals. Such activity frequently goes beyond one's job tasks and obligations, and it is thought that one's organizational identification positively predicts such voice behaviour (Van Dick et al., 2013; Abid et al., 2021). And desire to have significant impact through work will act as a mediator as organization identification increases employee voice behavior will also increase and DSIW will act as a mediator and voice behavior will increase too.

Hypothesis 2: Desire to have significant impact through will mediates the relation between organization identification and voice behavior

2.3. Desire to have significant impact through work, Voice behavior and Employee resilience

Barrick et al., (2013) stated that all employees get an urge to significantly contribute to their society by improving the lives of others by their employment. The psychological bases of corporate social responsibility and 'desire to have significant impact through work' are the same. CSR refers to a company's endeavors for the betterment of society, whereas desire to have significant impact through work refers to employees' desire to make a good difference in the

lives of others. So, we can predict that if employee has desire to have significant impact through work than they can also have voice behavior. Because by raising their voices they can also do better for others.

The voice of the workforce is preferred not only for communicating with management but also for change-oriented communication that aims to make things better (LePine & van Dyne, 2001; Rafique et al., 2020). The management of a corporation frequently views voice behaviour unfavourably because it is change-oriented. As when employees raise their voices, they call for a change in the organization. And this aspect is considered negative for the management as employees want change in that situation.

According to literature, resilient people not only survive adversity but also acquire new talents that help them deal with challenges at work. For instance, those that are resilient often exhibit many positive qualities, such as an optimistic, vibrant outlook, curiosity, and openness (Waugh et al., 2008; Yasir et al., 2021). Employee having voice behavior can also be resilient. As employees who are willing to raise their voice will also be able to handle the hurdles and unexpected situations at work. In this way they will be able to maintain their performance.

The employees who have voice behavior will be more resilient. As they will be raising voice for change, they will be more resilient too. They may think of their organisation as who they are and attribute some of their identity to belonging to that group. When someone appreciates a company's CSR initiatives, they may take it as a compliment to themselves (Shazadi et al., 2019). So, the employee having high contribution towards others can also be resilient as they can work to support others too. Additionally, voice behavior might boost an employee's resilience to challenging work settings by serving as a mediator.

Hypothesis 3: Voice behavior mediates the relation between desire to have significant impact through work and employee resilience

2.4. Desire to have significant impact through work and Voice behavior sequentially mediates Organization identification and Employee resilience

Organizational identification had already long been acknowledged as a crucial concept that has a significant impact on organizational behaviour since it can affect both employees' job happiness and productivity (Ashforth & Mael, 1989). A person's level of desires, demands, and obligations towards the company they work for can be used to measure their organizational commitment (Todorović et al., 2017; Ali et al., 2020). And that employee will also want to help others by sharing his knowledge and helping others in maximum ways possible.

The idea of desire to have significant impact through work was originally intended for job applicants, but it is also applicable to those who already hold a job because they typically have the desire to have an impact on other people's lives through their work and want to make a social difference (Shazadi et al., 2017; Khan et al., 2020). So, the employees who have organization identification will be more willing to help others. As the employees who have high protean career attitude will more focus on how their career is booming instead of their organization needs. In this way their desire to work for the significance of others will also increase. Barrick et al., (2013) stated that all employees get an urge to significantly contribute to their society by improving the lives of others by their employment. And the employees who has desire to have significant impact through work will also be able to see flows in the society, and raise their voices for the betterment of the organization and the institution.

Literature demonstrates that resilient workers not only overcome difficulties but also have added skills to successfully deal with difficulties at work. For instance, resilient people have many positive traits, such as optimistic and vivacious outlooks, curiosity and openness (Waugh et al., 2008). Employee having voice behavior can also be resilient. In this path, desire to have significant impact through work and voice behavior acting as serial mediators.

Hypothesis 4: Desire to have significant impact through work and voice behavior sequentially mediates organization identification and employee resilience

2.5. Psychological empowerment and personal initiative sequential mediation

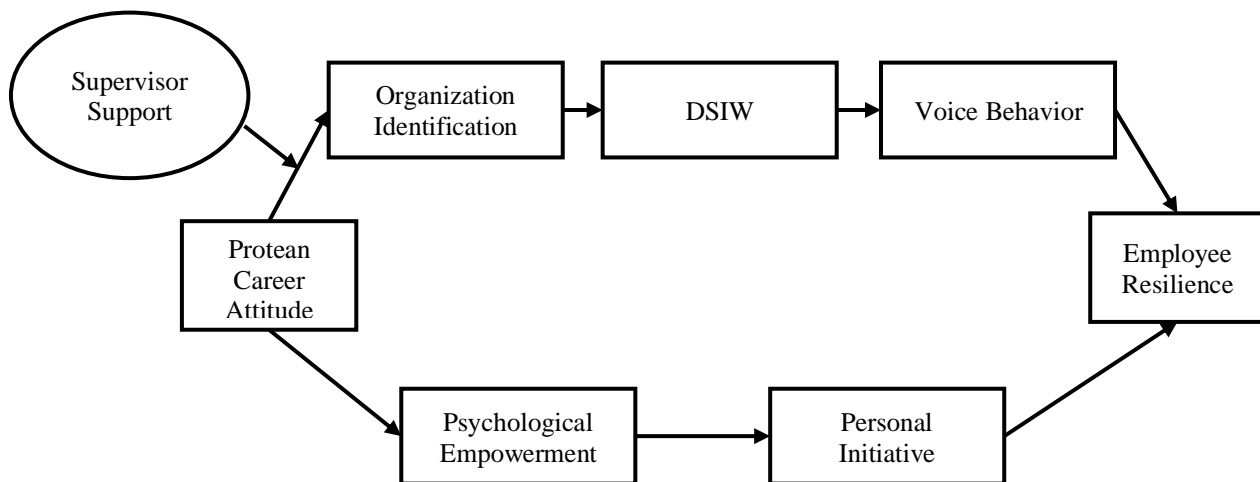
Person with a flexible career mindset typically does not adhere to an idealised professional path that is constrained by organizational requirements (Hall, 1996). Therefore, these people can take the risk in such an uncertain employment environment because of the flexible as well as self-directed attitude to job growth (Gubler et al., 2014). Promising talents should be urged to place more emphasis on the importance of learning than on the value of performing in order to improve their employability in a variety of job environments. Through work-related learning, an employee's career development can be journey of professional advancement (Lin, 2015). As employee will be more career oriented than he will be resilient too. As he can handle the difficulties which came on his way. The ability of a person to cope under extreme stress is referred to as resilience. Firstly, resilience incorporates complexity and hardship and shows successful adaptability (Caniels & Baaten, 2019).

Therefore, psychologically empowered employees are more likely to believe they possess the necessary skills or can at least access them and have control over their behavior (Frese & Fay, 2001; Elahi et al., 2021). And such person who will be more career oriented will be more resilient. As such person will have ability to deal with hurdles. The ability of a person to cope under extreme duress is referred to as resilience, Firstly, resilience incorporates complexity and hardship and shows successful adaptability. Protean career attitude can be seen in independent, deliberate, coping, and self-directed behaviors (Aydogmus, 2019). Protean vocations require greater responsibility, and those in them must use initiative in determining how best to improve their working conditions and prospects of success. Studies have shown how important having a flexible professional perspective is for growing one's career and succeeding in it (Cortellazzo et al., 2020). A more career-focused employee will also be more resilient, because he is capable of handling the challenges that he encountered. So, we can hypothesize that protean career attitude will have a positive relation with employee resilience.

Psychological empowerment and personal initiative will act as serial mediators between this relationship. Employees that engage in proactive conduct make self-initiated and future-oriented efforts to improve work environment and themselves (Bindl & Parker, 2011; Asif et al., 2023). Employees who feel empowered by their employers are much more likely to feel at ease and less confined by their work, which increases their propensity to assist others and take initiative. Employees who feel more in control of their work also feel more motivated to support the organization (Arefin et al., 2015). Employees are more likely to behave pro-actively when they have high levels of autonomy and empowerment. So, it is supported that when psychological empowerment increases employees work more proactively. And they will sequentially mediate the relationship between protean career attitude and employee resilience.

Hypothesis 5: Psychological empowerment and personal initiative sequentially mediates the relationship between protean career attitude and employee resilience

2.6. Framework



3. Methods

Convenience sampling was used for data collection. The sector used is education sector. Data was collected from private universities Lecturers of Lahore. Data was collected by using two methods online surveys and self-administered questionnaires in order to reduce biasness (Podsakoff, 2003). The unit of analysis was individual. The study was cross sectional in nature, the data was collected at one shot because of time limitation. The study setting was contrived, no researcher interference was present while collecting data. The sample size was selected using item response theory. There were 62 items in our questionnaire. Therefore, a reasonable sample size was $62 \times 10 = 620$. If we targeted only 620 participants then there was a high chance for missing information and incomplete information from multiple sources; due to these reasons such as quitting job, busy work schedules and bias responses. Therefore, we targeted 700 respondents and after shortlisting, there were 600 complete responses as an actual sample. If sample size is large then we can appropriately apply the conclusion to our target population (Field, 2013). For the purpose of examining the data and the results, SPSS statistical software (version 22) and Hayes process (2018) was used.

3.1. Measures

All items of constructs were graded on a six-point Likert scale ranging from 1 to 6. The positive attitude indicates higher number on scale. For protean career attitude we have adopted a 14-item scale developed by Briscoe et al.'s (2006) by using a six-point Likert scale. The sample item is 'I am in charge of my own career' ($\alpha = 0.928$). For Organization identification we have adopted a 6-item scale developed by Mael and Ashforth (1992) by using a six-point Likert scale. The sample item is 'When someone criticizes (name of school), it feels like a personal insult' ($\alpha = 0.916$). For Desire to have significant impact through work we have adopted a 4-item scale developed by Gully et al (2013) by using a six-point Likert scale. The sample item is 'I wish to make a significant contribution in a broader perspective through my work' ($\alpha = 0.938$). For Voice behavior we have adopted a 6-item scale developed by Van Dyne and LePine 1998 by using a six-point Likert scale. The sample item is 'I offer suggestions to my supervisor to improve the workplace' ($\alpha = 0.919$). For Psychological empowerment we have adopted by a 12-item scale developed by Spreitzer 1995 by using a six-point Likert scale. The sample item is 'I am confident about my ability to do my job' ($\alpha = 0.938$). For Personal initiative we have adopted by a 7-item scale developed by Frese et al (1997) by using a six-point Likert scale. The sample item is 'I actively attack problems' ($\alpha = 0.943$). For Supervisor support we have adopted by a 4-item scale developed by Eisenberger et al (2001) by using a six-point Likert scale. The sample item is 'My supervisor cares about my opinion' ($\alpha = 0.929$). For Employee resilience we have adopted by a 9-item scale developed by Näswall et al. (2015) by using a six-point Likert scale. The sample item is 'I effectively collaborate with others to handle unexpected challenges at work' ($\alpha = 0.936$).

4. Results

4.1. Respondents' characteristics and descriptive

The final sample for data analysis was 600 after deleting incomplete responses. The sample consisted of 278 (46.4%) males and 322 (53.6%) females. Out of 600 employees 129 (21.5) percent were single, 446 (74.3 %) were married

and 25(4.17%) were widow. the 6.17% of the whole sample size is between the age boundary of 20 - 25 years and 33.5 % of sample lies between the boundary of 26-30 years and 34.33% of sample lies between the boundary of 36-40 and 8.5 % sample lies between the age of 41-45 years and the remaining sample 4.17% lies between the age of 46 and above. Out of sample, 9.5% of the employees(lecturer) were Junior Lecturers, 50.8% of them were lecturers whereas 35.33% of the sample are assistant professor, 2.83% are Associate professors and the remaining 1.5 are professors.

4.2. Descriptive Statistics and Correlation

The median value for a variable reveal that the majority of respondents select above average options. All the variables' low standard deviations indicate that the data is close to the mean, not wildly distributed, and trustworthy for generalization. And Correlation table is used to measure the relationship between two variables.

Table 1

	Mean	Standard deviation	PCA	OI	DSIW	VB	PI	PE	SS	ER
1)Protean career attitude	5.04	0.525	1							
2)Organization Identification	4.92	0.747	-.190**	1						
3) DSIW	5.01	0.831	-0.015	.464**	1					
4)Voice behavior	4.95	0.584	0.016	.595**	.355**	1				
5)Personal initiative	4.97	0.596	.233**	.531**	.326**	.697**	1			
6)Psychological empowerment	4.95	0.522	.289**	.495**	.270**	.664**	.728**	1		
7)Supervisor support	4.83	0.916	.213**	.426**	.189**	.670**	.473**	.593**	1	
8) Employee resilience	4.99	0.520	.224**	.497**	.355**	.716**	.773**	.702**	.497**	1

This tables shows that the relationship between protean career attitude and organization identification is significant at level 0.01 with value of 0.190. Protean career attitude and psychological empowerment are also correlated with value 0.289 (at 0.01 significance level). Personal initiative is also positively correlated (value= 0.233, at level 0.01) with protean career attitude indicating positive contribution to firm performance. Moreover, protean career attitude and employee resilience are positively correlated with value of 0.224 at 0.01 significance level. Whole correlation among variables is in between -1 and 1, showing the strength of overall research model. These values provide some initial support for a positive and negative relationship between study variables.

4.3. Results of Hypothesis Testing

To test the hypotheses, mediation and moderation analyses were performed through Process Hayes, (2018). So as to examine the hypothesis and the mediation relationships various models of Hayes Process was used. In this regard, Model 1 of Hayes Process was applied to test such moderated model of this study, model 4 was used to study simple mediation and model 6 was used to study sequential mediation between variables. All the details of the path analysis of Process model have been shown in detail.

4.3.1. Tests of moderation

Hypothesis 1

Protean Career Attitude *Supervisor support → Organization identification

The table illustrate the results of Hayes process model 1. The indirect effect of protean career attitude on organization identification is significant and positive because of the moderating role of supervisor support ($\beta = 0.41$, $p > 0.01$). It shows the moderators plays a significant role by changing the effect to positive. This shows hypothesis 1 is supported.

Table 2

Outcome variable: OI	Coefficient	SE	T	P value	LLCI	ULCI
Constant	14.7440	.9400	15.6853	.0000	12.8979	16.5900
PCA → OI	-2.3923	.1916	-12.485	.0000	-2.7686	-2.0159
SS → OI	-1.6258	.1925	-8.4470	.0000	-2.0038	-1.2478
PCA*SS → OI	.4127	.0388	10.6243	.0000	.3364	.4889

Note: n=600, LL = lower limit; CI = confidence interval; UP = upper limit, PCA= Protean career attitude, OI= Organization identification, SS= Supervisor support

4.3.2. Test of Mediation

Hypothesis 2:

Organization Identification → Desire to have significant impact through work → Voice Behavior

Table 3

Relationship	Coefficient	SE	T	P	LLCI	ULCI
Constant	2.4756	.2007	12.3370	.0000	2.0815	2.8697
OI → DSIW	0.516	0.040	12.8203	0.000	0.437	0.595
DSIW → VB	0.070	0.026	2.7208	0.006	0.019	0.121
DIRECT EFFECT:	Effect	SE	T	P	LLCI	ULCI
OI → VB	0.428	0.028	14.8442	0.000	0.372	0.485
INDIRECT EFFECT:	Effect	SE	-	-	LLCI	ULCI
OI → DSIW → VB	0.036	0.021	-	-	0.012	0.061

Note: n=600, LL = lower limit; CI = confidence interval; UP = upper limit, OI= Organization identification, VB= Voice behavior, DSIW= Desire to have significant impact through work

The table illustrates that, the indirect effect of organization identification to voice behavior with mediation of desire to have significant impact through work (OI → DSIW → VB) is significant and positive ($\beta = 0.036$, LLCI= 0.012, ULCI= 0.061) as the mediator adds significant impact in this path. The results of Hayes model 4. Thus, hypothesis 2 is supported.

Hypothesis 3

Desire to have significant impact through work → Voice behavior → Employee Resilience

Table 4

Relationship	Coefficient	SE	T	P	LLCI	ULCI
Constant	3.6976	0.136	27.0372	0.000	3.4290	3.9662
DSIW → VB	0.249	0.026	9.2843	0.000	0.196	0.302
VB → ER	0.601	0.026	22.3452	0.000	0.548	0.654
DIRECT EFFECT:	Effect	SE	T	P	LLCI	ULCI
DSIW → ER	0.0723	0.0189	3.8233	0.0001	0.035	0.109
INDIRECT EFFECT:	Effect	SE	-	-	LLCI	ULCI
DSIW → VB → ER	0.1501	0.0245	-	-	0.103	0.199

Note: n=600, LL = lower limit; CI = confidence interval; UP = upper limit, DSIW= Desire to have significant impact through work, VB= Voice behavior, ER = Employee resilience

The table illustrates the result by using Hayes model 4. The indirect effect of desire to have significant impact through work to employee resilience with mediation of voice behavior (DSIW → VB → ER) is significant and positive ($\beta = 0.15$, LLCI= 0.103, ULCI= 0.199) as the mediator adds significant impact in this path. Thus, hypothesis 3 is supported.

Hypothesis 4

Organization identification → Desire to have significant impact through work → Voice behavior → Employee resilience

Table 5

Relationship	Coefficient	SE	T	P	LLCI	ULCI
OI → DSIW	0.5165	0.0403	12.8203	0.000	0.4374	0.5956
OI → VB	0.4287	0.0289	14.8442	0.000	0.3720	0.4854
DSIW → VB	0.0706	0.0260	2.7208	0.006	0.0197	0.1216
DSIW → ER	0.0591	0.0200	2.9493	0.003	0.0198	0.0985
VB → ER	0.5694	0.0314	18.1268	0.000	0.5077	0.6311
DIRECT EFFECT	Effect	SE	T	P	LLCI	ULCI
OI → ER	0.0507	0.0259	1.9556	0.051	-0.0002	0.1016
INDIRECT EFFECT	Effect	SE	-	-	LLCI	ULCI
OI → DSIW → ER	0.0305	0.0186	-	-	-0.0016	0.0708
OI → VB → ER	0.2441	0.0224	-	-	0.2000	0.2890
Total	0.2954	0.0273	-	-	0.2427	0.3500
OI → DSIW → VB → ER	0.0208	0.0076	-	-	0.0068	0.0371

Note: n=600, LL = lower limit; CI = confidence interval; UP = upper limit, OI= Organization identification, DSIW= Desire to have significant impact through work, VB= Voice behavior, ER= Employee resilience

The table illustrates the results by using Hayes model 6. The indirect effect of organization identification on employee resilience with sequential mediation of desire to have significant impact through work and voice behavior (OI → DSIW → VB → ER) is significant and positive ($\beta = 0.02$, LLCI = 0.006, ULCI = 0.037) as both LLCI and ULCI has same signs. The analysis supports that organization identification has indirect relationship with employee resilience with sequential mediation of desire to have significant impact through work and voice behavior. As direct path between organization identification and employee resilience was not supported. Thus, from the results of our analysis we proved that organization identification has indirect effect with employee resilience, hypothesis 4 is supported.

Hypothesis 5

Protean career attitude → psychological empowerment → Personal initiative → Employee resilience

Table 6

Relationship	Coefficient	SE	T	P	LLCI	ULCI
PCA → PE	0.287	0.038	7.3837	0.000	0.211	0.363
PCA → PI	0.028	0.033	0.847	0.397	-0.037	0.093
PE → PI	0.821	0.033	24.5869	0.000	0.756	0.887
PI → ER	0.485	0.031	15.4808	0.000	0.424	0.547
DIRECT EFFECT	Effect	SE	T	P	LLCI	ULCI
PCA → ER	0.009	0.025	0.377	0.706	-0.040	0.059
INDIRECT EFFECT	Effect	SE	-	-	LLCI	ULCI
PCA → PE → ER	0.084	0.021	-	-	0.045	0.129
PCA → PI → ER	0.013	0.016	-	-	-0.017	0.047
Total	0.212	0.044	-	-	0.125	0.297
PCA → PE → PI → ER	0.114	0.026	-	-	0.064	0.03

Note: n=600, LL = lower limit; CI = confidence interval; UP = upper limit, PCA= Protean career attitude, PE= Psychological empowerment, PI= Personal initiative, ER= Employee resilience

The last tables illustrate the results by using Hayes model 6. The indirect effect of protean career attitude on employee resilience with sequential mediation of psychological empowerment and personal initiative (PCA → PE → PI → ER) is significant and positive ($\beta = 0.114$, LLCI = 0.064, ULCI = 0.03) as both signs are same. And thus, are final path of hypothesis 5 is supported.

5. Discussion

This study has built a mediation moderation model, to test the direct impact of protean career attitude on employee resilience. As we had predicted self-directedness, a flexible professional quality, was positively correlated with employee performance. So, our hypothesis was studied in past in similar way and we can support it from past researches. This shows that individuals who own their professional growth are more resilient than those who depend on their organizations to direct their career trajectories in the event of career difficulties (Lyons, S. T., 2015).

The aim of the research was to improve our understanding of the career progression of Millennial workers (Aydoğmuş, C., 2018). Findings of this study has given support to various researchers work regarding protean career attitude role with organization identification. An organization would anticipate more benefits if it took active interest in its employees' professional development and provided support for it, as this would increase its ability to retain personnel and reduce employee turnover (Briscoe & Finkelstein, 2009). So, our hypothesis was studied in past in similar way and we can support it from past researches.

This study has given support to various proposed mediation relations. This study also gives us the mediation of voice behavior between desire to have significant impact through work and employee resilience. There are no previous researches present on this path. So, we can state that the hypothesis is supported from our results.

The relationship of other variables as mediators is also predicted to measure the indirect impact of protean career on employee resilience. This study further supports the various hypothesis of psychological empowerment acting as a mediator between protean career attitude and personal initiative. This study further adds sequential path of protean career attitude and employee resilience with serial mediators of psychological empowerment and personal initiative. As this path was not studied in past, we can state that from our analysis the sequential mediation path is supported.

Goal of this current study was to study how Millennials' psychological empowerment beliefs influenced the relationship between their career anchors and career attitudes. The findings mainly agreed with the put forward theories (Aydoğmuş, C., 2018; Asim et al., 2021). Further hypothesis was also supported including personal initiative along with career orientation (Frese et al., 1997) as a mediator between psychological empowerment and employee resilience. As employees who are more empowered will be able to take initiatives at work, will be more reproductive. They will also be able to handle work situations and turbulence while maintaining their performance.

5.1. Conclusion

This study aims at making a broader contribution to HR practitioners, by contributing how career attitudes effect employee's performance in organizations. If employees will be more career oriented than they will be able to handle more workplace turbulence. The findings of this study further highlight the fact that having a flexible career mindset

does not always translate into a lower level of organizational commitment. Such declination of intent is connected to strict organizational policies. Our findings indicate that people with strong career attitude will be more individualistic and focusing on their own careers. In this findings role of supervisor support plays an important role. As it indicates employee attitude towards organization changed as supervisor support changes. This study also contributes to the relationship between protean career attitude and employee resilience. Further studies in this area, in our opinion, will help managers better understand employees' attitudes towards their careers and how they handle resilience.

5.2. Practical Implications

Findings of this study entails that protean career attitude has a positive impact on employee resilience in educational sector. It also emphasizes the role of supervisor support in moderating the linkage between protean career attitude and organization identification i.e., more positive the role of supervisor support more positive will be the organization identification of employees. Such positive findings lend to HR practitioners that more the supervisor support employees will get, the more they will have organization identification.

Thus, findings of this study give basis for studying employees desire that how they want to contribute in the society and help others. This way employees will be able to be more aware of the problems in their organization and how to handle them. This will further direct HR professionals to know more of their employees.

In this study, we have demonstrated the positive impact of protean career attitude on employee's psychological empowerment and how this will promote employees to take personal initiatives. Thus, this study also gives the leverage that employees who take initiative in their work will also be more resilient towards their workplace. As they will be able to know how to handle turbulent situations.

5.3. Limitations and Future Directions

Firstly, our study respondents are consisted of only private universities in Pakistan. This can limit the generalizability of results. Being a developing country Pakistan has both sectors important in education sector; government and private sector. The study concentrated on academics in the private sector due to time restrictions. If the researcher selected scholars from the private and public sectors, the research may be carried out more thoroughly.

Secondly, based on our assumption protean career attitude will increase employee resilience among employees (lecturers) and will result in higher and improved performance in educational sector. Thus, our study cannot examine whether our results apply to any firm or organization. Thus, future research must be focused towards examining the relationship of protean career attitude with employee resilience along with its mediators

Third, this study was carried out in Pakistan, a non-Western country. This is a problem with generalization because the working environment and culture in Pakistan are different from those in Western nations like Europe and North America. (Malik et al., 2015). Future research must therefore replicate our findings in Western settings in order to verify our findings.

Fourth, the study is cross sectional in nature. Due to time and resource limitations, this study cross-sectional nature and design restricts its ability to draw causal inferences. For causal inferences, longitudinal study or even experimental or quasi-experimental manipulation can be done to test the effect of protean career attitude on employee resilience.

Fifth, we control for gender, job type, employee age, marital status and educational level. These can be added as studied variables in some future studies as workers with different demographic characteristics possess different attitude, psychological empowerment, organization identification, Desire to help others, personal initiative to work, voice behavior and resilience at work to handle difficult situation. Future studies may look at additional potential mediating and moderating mechanisms between employee resilience and the Protean career attitude.

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