

PRIORITIZATION OF PROTEAN CAREER MANAGEMENT INDICATORS USING A FUZZY AHP

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ABSTRACT

In this study we aim to develop a self-managed career model. Protean and boundaryless career orientations are used to develop this self-managed career model. As in new career orientations employee is responsible for their career management thus new orientations are personal and subjective. In this study we aim to develop a protean career management model that can enable employees to make objective decision related to their career. This study deals with prioritization of protean career management indicators which are calculated by using Buckley's method of Fuzzy AHP.

Key words: Protean Career Management , FuzzyAHP, Human resource Management.

1. INTRODUCTION

Career management is one of the important concepts that have changed in new organizational life. The past organizations had a rigid hierarchical structure, and operated within a stable environment. Thus careers were predictable, secure, and linear. Moreover organizations were responsible for employees' career management. In contrast, the organizational system is now in a mode of all change, all dynamic, total fluidity, and thus careers are unpredictable, vulnerable, and multidirectional [1]. In today's work life employees are expected to take responsibility for their career although they still expect support from their organization. As a result career management responsibility has shifted from organization to employee.

2. HIERARCHICAL MODEL FOR PROTEAN CAREER MANAGEMENT

The protean career is a process which the person, not the organization, is managing. It consists of all the person's varied experience in education, training, work in several organizations, changes in occupational field, etc...The protean person's own personal career choices and search for self-fulfillment are the unifying or integrative elements in his or her life [2]. Protean Career is the contract within oneself, rather than between oneself and the organization. Career and life success are defined and formed by individuals. In contrast with the traditional career approach, relevant career success is more concerned with the inner feelings of self-actualization, fulfillment, and satisfaction of a person from his or her own career [1]. Individuals with a more traditional career attitude tend to take a more passive role in managing their career and are more likely to seek for direction from the organization. Individuals with a protean career attitude experience greater responsibility for their career choices and opportunities [2,3]. Protean career is self-determined, driven by personal values rather than organizational rewards [4]. Protean career orientation has two dimensions they are values-driven and self-directed. Self-directed dimension refers to individual take independent role in managing their career. Protean career oriented people are organize their career management giving importance to their

values. Thus, their values affect their career management. Developing a protean career attitude might be important for individuals in order to make career choices that lead to subjective career success [5].

3. FUZZY BASED PROTEAN CAREER MANAGEMENT MODEL

The Analytic Hierarchy Process (AHP) approach, developed by Saaty became very popular in assessing criteria weightings in various multi-criteria decision-making (MCDM) problems. Career management composed of several decisions about the future expectations of individual related to his/her professional and personal life. Individuals have to make several decisions in their career management process. Career-related choices are among the most important decisions people make during their lifetime. These choices have significant long-term implications for individuals' lifestyles, emotional welfare, economic and social status, as well as their sense of personal productivity and contribution to society [6].

Employees are affected from several factors while they make career related decisions. It is important to determine what factors affect employees' career decision while developing a self-career management model to support them to make objective decisions. We reviewed the career management literature to detect what factors affect individual career management. New career orientations protean and boundaryless career orientations were our focus in factor determination. These are main attributes of the Fuzzy-Ahp model.

3.1. Future goals and expectations

Future goals and expectations are the first elements that affect individuals' career management process. Personal values shape the individuals future goals and expectations thus; values are also affect career management process. This main attribute has got three sub-attributes:

- 3.1.1. Employees goals and expectations.
- 3.1.2. Organizational goals and expectations.
- 3.1.3. The variety of occupations and jobs gives individuals.

3.2. Personal Assets

Employees' career decisions also affected from their personal assets- skills, competencies and personality. Employees' personal assets mostly shape their career orientations, future expectations and decisions. Individual career planning refers to the process of identifying what one wants from one's career, assessing his or her strengths and weaknesses in relation to these goals, and deciding what efforts need to be done to realize these goals in the light of one's own strengths and weaknesses [7]. Thus, it can be concluded that personal assets do not only shape individuals career orientations and decisions, they are also needed for suitable and satisfactory career decisions for individuals. This main attribute has got two sub-attributes:

- 3.2.1. Skills/competencies.
- 3.2.2. Personality traits

3.3. Environmental Factors

Environmental factors are also important in self-career management. As mentioned in previous sections even new career orientations that made self-career management more important are emerged from environmental factors. Globalization and technology are the main reasons for emergence of self-career management orientations. Thus, environmental factors not only affect individuals' career management process but also general career orientations. This main attribute has got three sub-attributes:

- 3.3.1. Economic factors
- 3.3.2. Social-cultural factors
- 3.3.3. Legal factors

3.4. Individual Branding/Marketing

Individual branding become one of the popular issue in workforce in last decades. Knowledge and experience is precious however, marketing your own knowledge and experience is crucial to make them worthwhile. Age, gender, networking, adaptability are the important features that are needed to

create an individual brand and market them. Individual branding features also affected career management process. In today's world a measure of career success is not measured by hierarchical progress in one particular organization, but measured by marketability and employability [8]. This main attribute has got three sub-attributes:

- 3.4.1. Physical Features
- 3.4.2. Personal Attitudes
- 3.4.3. Social Networking

3.5. Knowledge

Education is very important for individuals' life and life long learning becomes one of the most important concepts for all over the world. Knowledge gained via formal education or professional training is important factor in career management process. Education is also considered as practices that are used for career management process. This main attribute has got two sub-attributes:

- 3.5.1. Knowledge gained via formal education
- 3.5.2. Knowledge gained via professional education/training

3.6. Experience

When an individual look for job advertisements first thing they check is whether their experience is compatible with the experience that the job advertisement ask for. Experience is not solely gained via job but volunteered activities are also important source for experience gaining. Experience also affects career success. As employees gain more experience they become more competent workers and more preferable by organizations. In today's work life job rotation and job enrichment techniques are used by organizations to enrich their employees' experience. Thus, it is important for individuals to have experience in various positions and international experience for managerial positions.

- 3.6.1. Experience in current working area,
- 3.6.2. Experience in other working area.

4. INDICATORS FOR SELF CAREER MANAGEMENT MODEL

At the lowest level of the hierarchy, there are 6 indicators. The evaluators are requested to evaluate the individuals or groups under focus against these indicators. These indicators are:

Ind1: High Income- Salary, Ind2: Independence at work, Ind3: Opportunities for self development, Ind4: Social Prestige, Ind5: Entrepreneurship, Ind6: Self actualization.

5. CONCLUSION

In this study, Buckley's fuzzy ahp methodology is used for evaluating the protean-career criteria. A hierarchical model consisting of six main attributes, fifteen sub-attributes, and six indicators is presented. The model is verbalized in a questionnaire form including pair-wise comparisons. The results calculated shows that social prestige (Ind.4) is the most important component in the protean-career management. The sequence of the rest of the indicators according to their importance weights is as follows: Ind1: High Income- Salary, Ind6: Self actualization, Ind2: Independence at work, Ind5: Entrepreneurship, Ind3: Opportunities for self development.

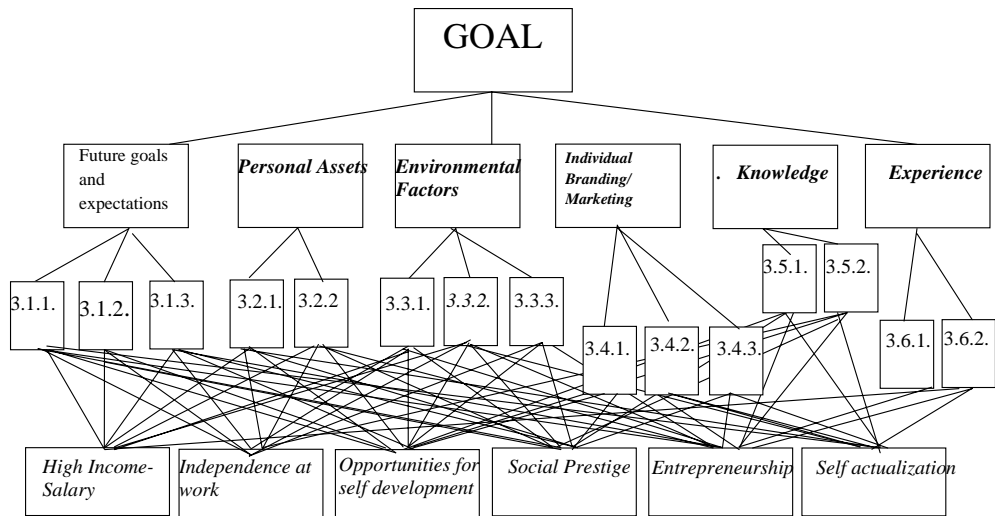


Figure 1. Hierarchical structure of criteria

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