

## DESIGNING A MODEL OF INFLUENCING FACTORS ON CAREER ADAPTABILITY IN SHAZAND PETROCHEMICAL COMPANY

Seyed Reza Seyed Javadin<sup>1</sup>, Tahmores Hasangholi Pour Yasori<sup>2</sup>, Aryan Gholipour<sup>3</sup>,  
Abbasali Haji Karimi<sup>4</sup>, Fatemeh Karimi Jafari<sup>5</sup>

<sup>1</sup>Professor of Tehran University Faculty of Management

<sup>2</sup>Professor of Tehran University Faculty of Management

<sup>3</sup>Professor of Tehran University Faculty of Management

<sup>4</sup>Associate Professor, Faculty of Management, Shahid Beheshti University

<sup>5</sup> PhD Candidate of Alborz campus University of Tehran in Human Resource Management

[karimi\\_jafari@yahoo.com](mailto:karimi_jafari@yahoo.com)

### ABSTRACT

*Changing nature of workplaces causes managers and employers to focus on understanding and improvement of employees Career Adaptability. They seek to find those employees who come to term with new work conditions through learning new method of maintaining career responsibility and are able to tolerate resulted ambiguity of changing environments while being effective. They actually tend to have employees who have capability of career path adaptability and the same intention causes managers and commenters to seek an approach to increase adaptability of employees against these wide changes. Main purpose of current study is providing a Career Adaptability model for Shazand petrochemical company and identifying personal, organizational, career related and environmental influenceable factors on this model. To do this, authors of this research begin to identify personal, organizational, career related and environmental influenceable factors on Career Adaptability model by assessment of previous studies and available literature and using comments of experts in this issue and tried to provide Career Adaptability model for employees of Shazand petrochemical company. Considered methodology of this study is using qualitative research and thematic content analysis. Results of 18 interviews indicate 4 main themes including personal, organizational, career related and environmental influenceable factors on Career Adaptability of employees. Finally, Career Adaptability model for employees of Shazand petrochemical company is presented. Designed model in this study may help Shazand petrochemical company in responding increasing need of organizations to have high efficiency employees to deal with continuous challenges in career path, requirement of organization's managers to select more adaptable employees, modification of selection pattern in order to employ those who have higher adaptability and most important is retaining key and strategic employees of company.*

**KEYWORDS:** Conceptual model, Career Adaptability influenceable factors, thematic analysis, Shazand petrochemical company.

### I. INTRODUCTION

In modern era, due to intense competition and shortage of employees with high capabilities and efficiencies, finding and retaining human capital is the most priority of current organizations [1]. Economic and strategic advantages would be dedicated to those organizations that are able to attract, flourish and retain the best and most brilliant human capital better than others [2]. Current challenge in contrast to organizations is retaining human capital [3]. Creation of vacancy and turnover of employees in organization's careers especially in key caeers may develop serious disturbances in movement practices of an organization [4]. Hence, human resource experts have specified attention to quality of employees' progress so as to avoid disturbances in organization's development order and disruption of leadership and management continuation and monitor management implementation of

career path planning to achieve personal and organization aims. Under this approach, importance of career path planning in organizations is increased and attracts attentions in different domains [5].

Career path planning is a process in which everyone lives in compliance to his/her personal and career related objectives during his/her career period transparently and smoothly so as to achieve his/her goals at the final point of services and in one hand achievement of employees goals and organizational goals is intertwined and leads to mutual contentment of person and organization is developed [5]. Subject of career path is one of the critical issues in everyone's life because it embraces a pattern of relevant career experiences of a person during his/her lifetime [6].

During period of career path assessments in twenty first century, career should be considered as it is utilized. Along with rapid change of career world, occupational theories, researches and methodologies start to revise fixed and consistent structures to shift their ranks and try to survive their interwoven relationship. Savickas (2009) has argued that all inflexible structural concepts of career growth have been eliminated and career growth should be conceptualized based on consistent personal self-discovery and by considering changing and unsteady nature of career [7].

All of these aspects demand new conceptualizations within domain of career related behavior where may develop required adaptability for changing and have been changed job markets throughout globe. In today modern world, adaptability is main and necessary characteristic of employees. Sequential and chain career paths amongst current work forces rapidly have changed to a norm which requires career path selection during life time [8].

Hence, adaptability of career path is a concept that is created because of amazing, complicated and profound changes of environment and is rooted in career world changes [9, 10]. In career world where everything such as type of done career by persons, style of doing that career and their contract with organization have been changed and what is important is adaptability with environment and no border career path [11]. The proposed solution by ultra-modern theory of career path to deal with these changes is actually a type of career adaptability that is capable to empower employee in regard of compatibility with career responsibilities, drifts in careers and his/her life damages by creating visions, beliefs and skills in employee. Therefore, adaptability is necessary and vital to deal successfully with daily job life challenges [11].

Career adaptability is addressed for the first time by Super and Nasse (1981) as a central structure in development of career path. Savickas (2013) defines Career Adaptability as ability of change in order to adapt to related conditions of new career path. Career Adaptability is an effective tendency where one considers his/her capability of drawing career path and its adjustment to change his/her career path especially in dealing with unexpected events [12]. Career Adaptability is figured more than ever as a multidimensional structure where this multidimensional structure is related to fluctuating capabilities of people towards successful change and transformations [13]. For Bimrose & MacNair (2011) adaptable ones in organizations always volunteer to conduct unexpected jobs and activities which require creativeness and innovation. Moreover, adaptable ones tend to and are able to change their personal factors – knowledge, skills, capabilities and other characteristics, positions (tendencies), behaviors and etc. in order to access demands of situation [14]. Since personal adaptability make persons able to remain attractive and creative for employers while job domains are changing constantly and also contribute in organizational performance [15] as well as career path success [14]. Recently, Shazand petrochemical company has performed human resources superiority model and results of model's outputs indicate that this company has numerous troubles in job satisfaction and organizational Faithfulness and turnover of key employees (Declaration of human resource excellence awards of Shazand petrochemical company in 2015) and since this company requires its key and strategic employees who are the most invaluable capital of organization and are accounted to be competitive advantages, designing a Career Adaptability model where leads to career results such as avoidance of turnover and leaving workplace, job satisfaction and organizational faithfulness [16] can help company to retain and preserve its key and qualified employees.

Developing faithfulness, attachment and preventing costly turnover of employees are important challenges facing organizations nowadays. It is evident that recognition of influenceable factors on variables may have an important contribution in efficient resolution of these challenges. In this paper, we strive to identify personal, organizational, career dependent and environmental influenceable factors on Career Adaptability through a qualitative research and then provide Career Adaptability of

Shazand petrochemical company employees. Hence, considering introduction section, main questions of this study are as followings:

How is Career Adaptability model of Shazand petrochemical company employees?

What are personal influenceable factors on Career Adaptability of Shazand petrochemical company employees?

What are organizational influenceable factors on Career Adaptability of Shazand petrochemical company employees?

What are career related influenceable factors on Career Adaptability of Shazand petrochemical company employees?

What are environmental influenceable factors on Career Adaptability of Shazand petrochemical company employees?

## II. THEORETICAL LITERATURE

Till now, there are different definition presented for career path or “succession of jobs” and numerous studies have been conducted in this ground. Career path is defined as “a pattern of work experiences of a person during his/her life span” [6]. Career path is succession of related jobs where are sorted hierarchically under their aspect and credit and one gets through this rather expectable hierarchy [17]. Objectives of career path designing within organization are retaining human resource, training and career planning for persons, career upgrading of persons and ultimately flourishing work forces in organizational performance jobs. As a matter of fact, definition of career path inside organization aims to prevent wandering and undecided status of employees and a suitable career planning to be designed.

### Career Adaptability

Career adaptability is readiness for deal with expectable tasks, contribution in career related roles and adaption with unexpectable compatibilities where their driver is change in career and job conditions [18]. Savickas (2005) considered four dimensions for Career Adaptability: having concern, control, curiosity and confidence. He believes everyone must have all above mentioned features to obtain capability of adaptability.

### Dimensions of Career Adaptability

**Career concern:** Concern about future of oneself career is the first and most important dimension of Career Adaptability. Career concern means orientation towards future, required feeling for morrow readiness. Being planner vision and optimism cause increase in readiness whereas keep persons capable in regard of career responsibilities and turnovers in order to deal with near and distant future [19].

**Career control:** Having control on future career is the second most important dimension of Career Adaptability. Fundamental function of control on building career path is reflected in plentiful of research issues such as independence, internal locus of control, autonomy, self-determination, effort attributions and agency [20]. Control embraces personal inherent self-behavior and processes of having conscience, awareness, organizing and certainty in regard of accomplishment of career development and turnover decisions [19].

**Career curiosity:** Career curiosity is developed by a sense of self-control and is pertained to take initiative to learn related issues to the type of career that one may intend to have and its inner job opportunities [19].

**Career confidence:** The fourth and last dimension of career Adaptability is confidence [21]. Confidence is successful consequence of confrontation with challenges and overcome all obstructions and choosing career path requires solving complicated problems and confidence is needed to become dominated on these problems. Fundamental role of confidence in developing career paths is reflected by extended studies in regard of self-respect, career self-efficiency [19].

### Influenceable factors on Career Adaptability based on empirical research

All managers and planners should recognize Influenceable factors and variables of organization’s internal and external environments on Career Adaptability so as to have ability of develop, change or adapt with those situations and also take advantages from due opportunities to recognition of influenced situations by those variables. In this section, we identify Influenceable factors on Career Adaptability by study national and foreign references and categorize them into four groups of

personal, organizational, career related and environmental factors in compliance to Seyyedjavadeen classification (2013). It is required to mention that order of pointing to personal, organizational, career related and environmental factors is based on their attributed importance and priority by philosophers in literatures of this subject as Table (1).

**Table (1):** Influenceable factors on Career Adaptability based on empirical research

Concept	Dimensions	Components	Indices	Author / year
Career Adaptability	Personal factors	Career self-efficiency	<ul style="list-style-type: none"> <li>• Behavior commencement</li> <li>• Tendency to develop and complete behavior</li> <li>• Insist in case of failure</li> </ul>	<ol style="list-style-type: none"> <li>1. Zhou et al (2016)</li> <li>2. Gowan et al (2016)</li> <li>3. Wang &amp; Fou (2015)</li> <li>4. Putgitter (2012)</li> <li>5. Ratinghouse et al (2006)</li> <li>6. White et al (2005)</li> <li>7. Duffy &amp; Blustien (2005)</li> <li>8. Ratinghouse (2004)</li> <li>9. Bartley &amp; Rabitesk (2000)</li> <li>10. Betz &amp; Hacket (1997)</li> </ol>
		Personality	<ul style="list-style-type: none"> <li>• Extraversion</li> <li>• Adaptability</li> <li>• Conscientiousness</li> <li>• Neurosis</li> <li>• Empiricism</li> </ul>	<ol style="list-style-type: none"> <li>1. Serrco &amp; Babarovich (2016)</li> <li>2. Neelforoushan &amp; Sallimi (2016)</li> <li>3. Zacher (2014)</li> <li>4. Roussier , Zeka et al (2012)</li> <li>5. Texra et al (2012)</li> <li>6. Von Vianen et al (2012)</li> <li>7. Ottingen &amp; Meier (2002)</li> <li>8. Marcus &amp; Norriss (1986)</li> </ol>
		Proactive personality	<ul style="list-style-type: none"> <li>• Seeking new ways of life improvement</li> <li>• A powerful force to efficient change</li> <li>• Capability of transforming ideas to reality</li> <li>• Ability to change condition in case of being unwilling</li> <li>• Doing what is believed without considering chance</li> <li>• Considering interest in doing jobs even if others oppose</li> <li>• Seeking identifying opportunities</li> <li>• Seeking better ways to do jobs</li> <li>• Doing what is believed without caring any obstruct to withdrawal</li> <li>• Ability to discover good opportunities much before others</li> </ul>	<ol style="list-style-type: none"> <li>1. Kay et al (2015)</li> <li>2. Huo, woo &amp; Liu (2014)</li> <li>3. Tollentino et al (2014)</li> <li>4. McArdel et al (2007)</li> <li>5. Brown et al (2006)</li> <li>6. Batman &amp; Krant (1993)</li> </ol>
		Emotional intelligence	<ul style="list-style-type: none"> <li>• Emotion adjustment</li> <li>• Emotion evaluation and expression</li> <li>• Emotion exploitation</li> </ul>	<ol style="list-style-type: none"> <li>1. Quarty &amp; Harry (2014)</li> <li>2. Pooffer (2010)</li> <li>3. Shatt, Maloof, Bouhar (2010)</li> <li>4. Crowley &amp; Hull (2006)</li> <li>5. Salvy &amp; Miere (1990)</li> </ol>
		spirituality	<ul style="list-style-type: none"> <li>• Awareness</li> </ul>	<ol style="list-style-type: none"> <li>1. Duffy &amp; Blustein (2005)</li> </ol>

			<ul style="list-style-type: none"> <li>• Despair</li> <li>• Real acceptance</li> <li>• Conclusion management</li> <li>• Magnifying</li> <li>• Unsteadiness</li> </ul>	<ol style="list-style-type: none"> <li>2. Lipps &amp; Virssma (2002)</li> <li>3. Savickas (2002)</li> <li>4. Richmond (1997)</li> <li>5. Witmeir &amp; Swiny (1992)</li> </ol>
		Occupational Hardiness	<ul style="list-style-type: none"> <li>• Commitment</li> <li>• Control</li> <li>• Challenge</li> </ul>	<ol style="list-style-type: none"> <li>1. Quarty &amp; Harry (2014)</li> <li>2. Ferrira (2012)</li> <li>3. Harrtoug (2011)</li> <li>4. Soubramian (2009)</li> <li>5. Koubassa (1979)</li> </ol>
		Self –esteem	<ul style="list-style-type: none"> <li>• Feeling being valuable</li> <li>• Feeling having good characteristics</li> <li>• Ability to do things as others do</li> <li>• Having positive self inference</li> <li>• Having self satisfaction</li> <li>• Feeling having nothing to honor</li> <li>• Feeling failure</li> <li>• Feeling lack of self-respect</li> <li>• Feeling being useless</li> <li>• Feeling inability to do things</li> </ul>	<ol style="list-style-type: none"> <li>1. Kay et al (2015)</li> <li>2. Pootgeiter (2012)</li> <li>3. Moein (2012)</li> <li>4. Duffy (2011)</li> <li>5. Patten et al (2004)</li> </ol>
		Religiousness	<ul style="list-style-type: none"> <li>• Religion as ultimate value</li> <li>• Intention to response to social expectations regarding religion</li> <li>• Religion as means of realization wishes</li> <li>• Religion as a part of cultural traditions</li> <li>• Religion as a source of emotional health, ideas, moralities</li> </ul>	<ol style="list-style-type: none"> <li>1. Duffy &amp; Blustein (2005)</li> <li>2. Lipps &amp; Virssma (2002)</li> <li>3. Savickas (2002)</li> <li>4. Richmond (1997)</li> </ol>
		Meaning in life	<ul style="list-style-type: none"> <li>• Existence of meaning in life</li> <li>• Endeavor to find meaning in life</li> </ul>	<ol style="list-style-type: none"> <li>1. Santilli et al (2016)</li> <li>2. Youen &amp; Yaou (2016)</li> <li>3. Shatt &amp; Miller (2004)</li> <li>4. Lipps &amp; Virssma (2002)</li> </ol>
		Goal orientation	<ul style="list-style-type: none"> <li>• Training orientation</li> <li>• Performance – intentional</li> <li>• Performance – avoidably</li> </ul>	<ol style="list-style-type: none"> <li>1. Tollentino et al (2014)</li> <li>2. Youssfi et al (2011)</li> </ol>
		self-regulation	<ul style="list-style-type: none"> <li>• recieving pertaining data</li> <li>• Data evaluation and their comparison with norms</li> <li>• Implementation of changes</li> <li>• Searching for options</li> <li>• Plan formulation and formation</li> <li>• Implementation of plan</li> <li>• Evaluation of plan impacts</li> </ul>	<ol style="list-style-type: none"> <li>1. Merrino – Tejadour (2016)</li> </ol>
	Organizational Factors	Career locus of control	<ul style="list-style-type: none"> <li>• Internal control source including personal motivations, capabilities and efforts</li> <li>• External control source including organizational factors or social factors and</li> </ul>	<ol style="list-style-type: none"> <li>1. Zhou et al (2016)</li> <li>2. Gowan, Deng et al (2013)</li> <li>3. Gowan, Wang et al (2013)</li> <li>4. Sunbell (2003)</li> <li>5. Lansson (1974)</li> <li>6. Ruther (1966)</li> </ol>

			chance factor such as luck and fortune	
		Supervisor support	<ul style="list-style-type: none"> <li>• Supporting efforts to improve job skills</li> <li>• Commitment in career development</li> <li>• Suitable performance evaluation</li> <li>• Timely feedback</li> <li>• Providing sufficient time to attend training sessions</li> <li>• Facilitation of persons involvement in training activities</li> <li>• Encouraging persons involvement in career improvement activities</li> <li>• Supporting learning activities</li> <li>• Developing belief of learning and career related skills improvement</li> </ul>	<ol style="list-style-type: none"> <li>1. Aitou &amp; Betedrige (2005)</li> <li>2. Landen &amp; Smither (1999)</li> <li>3. Landen (1993)</li> <li>4. Nou et al (1990)</li> <li>5. Arthur (1988)</li> </ol>
		Participation in Decision Making	<ul style="list-style-type: none"> <li>• Ability to affect made decisions by organization</li> <li>• Ability to affect made decisions by boss</li> <li>• Opportunity to declare visions before making decisions</li> <li>• Opportunity to declare visions before decisions are made by supervisor</li> </ul>	<ol style="list-style-type: none"> <li>1. Cassemsapp (2013)</li> <li>2. Aitou &amp; Betedrige (2005)</li> <li>3. Landen (1993)</li> <li>4. Arthur (1988)</li> <li>5. Carask (1979)</li> </ol>
		Organizational support	<ul style="list-style-type: none"> <li>• Existence of required sources of career related skills development by organization's personnel</li> <li>• Having selection right to develop skill</li> <li>• Existence of required sources of career development</li> <li>• Suitable employment policies and regulations</li> <li>• Regulations and suitable rewards and time</li> <li>• Valuing employees career improvement</li> <li>• Emphasizing learning inside organization</li> <li>• Error allowance (Make mistake) for employees</li> <li>• Pioneering in growth and development</li> </ul>	<ol style="list-style-type: none"> <li>1. Gowanen et al (2016)</li> <li>2. Tate &amp; Brent (2003)</li> </ol>
	Career related factors	career variety	<ul style="list-style-type: none"> <li>• Diversity of career related tasks and activities</li> <li>• Possibility of using abundant skills and qualifications to conduct</li> </ul>	<ol style="list-style-type: none"> <li>1. Gowanen et al (2016)</li> <li>2. Drenzo &amp; Greenhouse (2011)</li> <li>3. Crowley &amp; Hull (2006)</li> <li>4. Nerbouren (1989)</li> </ol>

			<ul style="list-style-type: none"> <li>career related tasks</li> <li>Using complicated skills to conduct career related tasks</li> <li>Repetition and simplification of career</li> <li>Monotony and predictability of career related demands</li> </ul>	
		Work values	<ul style="list-style-type: none"> <li>Growth</li> <li>Convenience and desired situation</li> <li>Individual and group upgrading</li> <li>Salary and benefits</li> <li>Work-family balance</li> <li>Job credibility</li> <li>Technology</li> <li>Challenging</li> </ul>	<ol style="list-style-type: none"> <li>yeu (2015)</li> <li>Savickas (1997/2013)</li> <li>Savickas &amp; Pourfelli (2012)</li> </ol>
		Professional identification	<ul style="list-style-type: none"> <li>High importance for career under person's vision</li> <li>Honored involving this career</li> <li>Known by career</li> </ul>	<ol style="list-style-type: none"> <li>Gowan et al (2016)</li> <li>Savickas (1997/2005/2013)</li> </ol>
	Environmental factors	Social support	<ul style="list-style-type: none"> <li>Emotional/Informative support</li> <li>Tangible support</li> <li>Kindness</li> <li>Social interaction</li> </ul>	<ol style="list-style-type: none"> <li>Wang &amp; Fou (2015)</li> <li>Haan &amp; Rajouski (2015)</li> <li>Duffy (2011)</li> <li>Yousseffi et al (2011)</li> <li>Flouress &amp; Obrain (2002)</li> <li>Kabb (1976)</li> </ol>
		Family support	<ul style="list-style-type: none"> <li>Emotional support</li> <li>Instrumental support</li> <li>Informative support</li> <li>Seeking to find support</li> </ul>	<ol style="list-style-type: none"> <li>Gowan et al (2014/2015/2016)</li> <li>McVirter &amp; Annil (2008)</li> <li>Turner et al (2003)</li> </ol>

### III. RESEARCH METHODOLOGY

In this study, qualitative research and thematic content analysis by holding a discovery approach in order to response to research questions. Thematic analysis is a method of determining, analyzing and expressing embedded patterns (Themes) inside data. This method organizes data and then describe those under detail formats and also may move beyond this and express different aspects of research issue [22]. Theme is the most abstract level of data whereas its formation and selection have intense correlation to research structures [23].

Using qualitative studies specially thematic analysis method is required when trivial information are available in regard of under study phenomenon or absence of a theoretical framework in conducted research and studies pertaining intended issue for interpreting it comprehensively is apparent. Within domain of Career Adaptability, review of local and foreign theoretical and empirical literatures indicates lack of a comprehensive model embracing all personal, organizational, career and environmental dimensions and each one of authors assessed merely one aspect of problem, thus necessity of designing a comprehensive model for Career Adaptability that embraces all personal, organizational, career related and environmental factors while being suitable due to petrochemical firm native culture and requirements is felt. Hence, lack of a comprehensive theoretical framework causes authors of this study to develop a suitable theoretical framework for specified situation of petrochemical organizations in Iran. Therefore in first step, by considering existing literature pertaining to this subject and review of 90 local and foreign articles all affective factors on Career Adaptability are identified (As mentioned in Table 1) and classified these factors based on Seyyedjavadeen classification (2013) into four factors known as personal, organizational, career related and environmental factors. Then refer to this assumption that identified factors may be

inconsistent to sample of research or some sample specified factors are possible to exist, method of interview with members of statistical society was used.

Statistical society of this study included all managers and employees of Shazand petrochemical company. In current study, theoretical sampling technique that is a subset of non-probability sampling methods was used to select samples. Reason to choose theoretical sampling technique is related to the fact that a limited number of managers and employees of company have been familiar to issue and concept of Career Adaptability. In current study, score of selected samples was 18 persons including levels of supervisor, boss, senior specialists and specialists where 13 persons of them were men and 6 were women. After conducting this interview, author recognized that collected data have been reached to saturation point and score of interviews is sufficient. Number of samples to be interviewed is dependent on the goal of study. If it aims to discover and express ideas and visions of interviewee, then by considering time and available resources the scores of 10 – 25 sample is enough to be interviewed [24]. Some characteristics such as time, availability of interviewees and level of their commitments are accounted. Interviews progresses are recorded with a recorder device. Approximate time of each interview is determined about one and a half hour. To analysis obtained data, transcribing process is accomplished on interview course. In this process, an oral interview transformed into a coherent text. Data analysis in this study has become possible through ad hoc approach. Ad hoc approach is the most prevalent method for creating meanings [24]. Upon utilizing this approach, the first step is coding and classification of existing text units into meaningful and rational (Theme) and by considering three features of comprehensiveness, mutual exclusion, independence. These 4 themes and derived terms (conceptual groups) are extracted and provided due to addressed issue. Findings of theme analysis are provided in Table 2.

**Table No. 2:** Concepts, derived themes and formation of main themes

Main theme No.	Main theme	Derived themes	Concept description
A	Personal factors	Emotional intelligence	Ability to accurate recognition own feelings and others feelings
			Ability to gain from feelings and their utilization in issues such as thinking and resolving problem
			Ability to manage feelings including own emotions control
		Personality	Try to accomplished accepted responsibilities at the best
			Adjustment of clear and determined goals and planning to achieve those goals
B	Organizational factors	Compensation and Reward System	Timely salary and benefits payment
			Availability of a comprehensive plan and proper advantages
			Gain from suitable salary and benefits system
		Organizational Climate	Existence of group work spirit
			Friendly relationships amongst employees
		Organizational identity	person's honor of being employee of organization
			person's honor of brand and name of organization
Job Promotion	Availability of Job Promotion possibility		
C	Career related factors	Career security	Lack of organizational position risk along with assignment and resignation of senior authorities
			Lack of fear of losing career
		Freedom and independence of performance	Responsibility of time and manner of conducting career within a certain and determined workframe and path
			Benefit of independence and freedom of performance for under control work forces
		Career Variety	Possibility of huge amount of skills and talents utilization to accomplish career related liabilities
			Increasing specified capabilities and personal skills due to Career Variety results
D	Environmental factors	Economic factors	Unemployment rate increase in community
			Economic fluctuations

	Cultural factors	Embaersment of losing job
		Family pressure
	Law and regulations	Omission of unsuitable job and arisen problems of doing so
		Elimination of obstacles and limitations of career law once transferring work force

To calculate reCommitment of performed interviews, test-retest reCommitment and intra-subject reCommitment are used. Three interviews have been selected to calculate retest reCommitment and each of those are coded twice within a time period of 15 days by a researcher. Total scores of codes within this time period is equal to 91, total agreements amongst codes within two periods is 44 codes. Test-retest reCommitment of intervies in this study is equal to % 96/70 and since this amount is more than % 60 then confidentiality of codings is confirmed [24].

To calculate reCommitment of performed interviews by using intra-subject reCommitment of two coders as selected method, one of author's colleagues is requested to assist in this part of study. After necessary experiments in regard of coding techniques, three interviews are concurrently coded again by author and colleague coder. Inter coders reCommitment of interviews in this study is calculated equal to % 90.11 and this amount is more than % 80 then confidentiality of codings is confirmed and it may be stated that reCommitment of intervies is suitable [24].

#### IV. OBTAINED RESULTS OF FINDINGS ANALYSES

**1. Personal factors:** Personal factors means, those factors that are originated absolutely by oneself. A main reason of fiffrence in rates of leavings and turnovers in offices and organizations must be recognized in combination of work force and their needs. Some psychology and behavioral sciences theorists state that persons in some degrees have control on their destiny in domains of career selection and achievement and satisfaction during working life and exploitation possibilities and opportunities. Hence, administrative of employees affairs and human resource managers should help employees in obtaining more success [25]. This theme is extracted from derived themes of emotional intelligence and personality and measured through analyses of those interviews with Shazand petrochemical company managers and employees. Data analysis indicates that most of the interviewees believe that the most important personal factor where affects Career Adaptability is personality. Personality dimensions are become clear by certain compliance in a path that adaptability in that career path helps adjustment and explanation of personal intentions [11]. As an example, one of the interviewees states in this regard that:

“Personality of everyone has important role in his/her career performance because personality of anyone determines his/her vision and motivation respect to a career and style of his/her respond to career's necessities. Since employees bring their personal characteristics into organization, then personalities of employees in organization may be a critical factor in regard of their adaptability”.

**2. Organizational factors:** Organizational or internal are intra-organization factors and means, those factors that are originated by organization. Inner environment of organization also affect on Career Adaptability of employees significantly. Control of internal factors is relatively belogs to manager and employees of organization [25]. This theme is extracted from derived themes of services compensation and benefits, Organizational Climate, Organizational identity and Job Promotion where measured through analyses of those interviews with Shazand petrochemical company managers and employees. Data analysis indicates that most of the interviewees believe that the most important organizational factor where affects Career Adaptability is personality. Since intrinsic motivation of each person is not high enough to work for an organization free for a long time, then existence of external motivations is required. Regarding services compensation of a person inside organization, salary and benefits should be considered so as to have motivational aspect [26]. As an example, one of the interviewees states in this regard that:

“One of the factors that has a great deal of impact on attracting, retaining and adaptability of specialist and experienced work force is attractiveness of company paments and actually the level of payments determines what type of work force may come towards us and stay with us”.

In contrast to this, a few interviewees believe that Job Promotion has not any impact on Career Adaptability.

**3. Career related factors:** This theme is originated from derived themes of career security, independence and freedom of performance and Career Variety where measured through analyses of those interviews with Shazand petrochemical company managers and employees. Data analysis indicates that most of the interviewees believe that the most important career related factor where affects Career Adaptability is Career Variety. Researchers believe that human resource managers and employees are able to increase their Career Adaptability and strategic competency effectively through career circulation and movement [27, 28] and overall, increase exposure of Career Adaptability to multiple and diversified experiences [28, 29]. As an example, one of the interviewees states in this regard that:

“One of the important factors in Career Adaptability is benefit of Career Variety. Since oil company use you assistance in its different sections and oil industry has a great deal of career diversities, this leads to increase you capability day by day or else, if you were another organization’s employee then you become unidimensional but in oil industry your specified capabilities escalate a large amount and at least you will obtain three to four specific skills”.

In contrast to this, a few interviewees believe that performance independence and freedom have impacts on Career Adaptability.

**4. Environmental factors:** External factors are those factors that belong to outside of organization’s borders and managers have less control on those [25]. Related factors to organization’s outer environment are including economic status (Inflation rate or level of unemployment), diversified administration’s acts, general law and justification factors, organizations activities or other rivals and also a lot of global and technological problems. Even organizations with high level of inner environments and employees’ behaviors also may be influenced negatively by external factors such as economic recession or unexpected rapid technological change. Therefore, environmental factors also may be categorized as affective factors on Career Adaptability of employees. This theme is originated from derived themes of economic parameters, cultural measures and law and regulations where measured through analyses of those interviews with Shazand petrochemical company managers and employees. Data analysis indicates that most of the interviewees believe that the most important environmental factor where affects Career Adaptability is law and regulation. As an example, one of the interviewees states in this regard that:

“One of the affective factors on Career Adaptability is elimination of inappropriate work law and its resulting problems “.

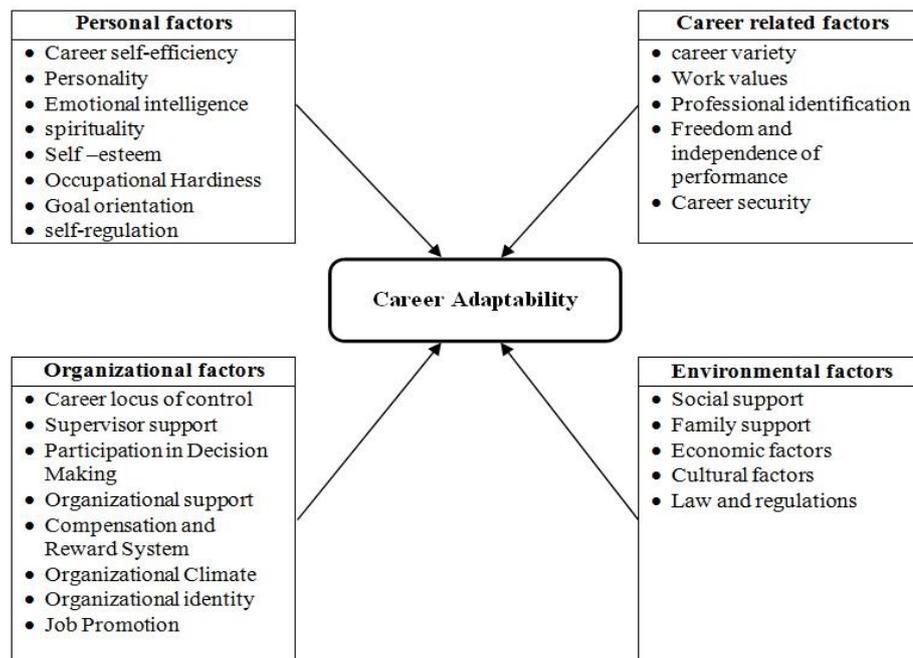


Fig. (1): Career Adaptability model

In contrast to this, a few interviewees believe that economic and cultural factors have impacts on Career Adaptability. Therefore, considering findings of this study, Career Adaptability model is formed as Fig. (1).

## **V. DISCUSSION AND CONCLUSION**

Career adaptability is rooted in career world changes [9, 10]. New career world and career path currently expose employees to changing conditions where individuals inevitably are to develop change in selves or their environment so as to be able to obtain desired results [11]. By creating visions, beliefs and skills in each person, Career Adaptability make that person capable and empowered to adapt with career responsibility, career transfers and life damages. All told, adaptability is required and vital in order to face successfully with life's challenges [11]. Main goal of current study is identifying affective personal, organizational, career related and environmental factors on Career Adaptability and providing a Career Adaptability model for Shazand petrochemical company. Therefore in first step , by considering existing literature pertaining to this subject and review of 90 articles, all affective factors on Career Adaptability are identified and classified these factors based on Seyyedjavadeen classification (2013) into four factors known as personal, organizational, career related and environmental factors. Then refer to this assumption that identified factors may be inconsistent to sample of research or some sample specified factors are possible to exist, method of interview with members of statistical society was used. To do this, qualitative research and thematic content analysis were used and obtained results of eighteen interviews indicate 4 main themes including personal, organizational, career related and environmental influenceable factors on Career Adaptability of employees.

Regarding personal factors, after analysis of interviewees' responds two factors of personality and emotional intelligence were measured as affective factors on Career Adaptability and these two are consistent with history of research. Quarty & Harry (2014) also in their study indicated that emotional intelligence has positive correlation with Career Adaptability. Results of their study emphasize on importance of improvement of emotional intelligence of persons to reinforce Career Adaptability. Rossier et al (2012) also in his study indicates that a positive correlation is existed between personality dimensions and Career Adaptability. Personality dimensions are cleared by certain conformity in the path where Career Adaptability helps to adjust and express personal intentions [11]. Regarding organizational factors, after analysis of interviewees' responds four factors of services compensation and benefits, Organizational Climate, organizational identity and Job Promotion were measured as affective factors on Career Adaptability. Most of the interviewees believed that services compensation and benefits is the most effective factor on Career Adaptability. In domain of services compensation and benefits, interviewees pointed to some concepts such as timely salary and benefits payment, benefits of health and wellbeing advantages, rewarding special benefits, benefits of recreational-welbeing facilities, having comprehensive plans for benefits and rewards, advantage of appropriate salary and benefits system, feeling justice and fairness in receivable salary and benefits along with attracting appearance in company payments.

Regarding career related factors after analysis of interviewees responds, three derived factors of Career Variety, career security and performance freedom and independence were measured as affective factors on Career Adaptability. Most of the interviewees believed that Career Variety is the most effective factor on Career Adaptability where this factor is consistent with research history. Researchers believe that human resource managers and employees may effectively increase their Career Adaptability and strategic competency through career movement and Career Variety [27, 28]. Results show, when employees drive their career in a particular domain of responsibility or special administrative office, they may loose opportunity of gaining existing capabilities or be exposed to risk [28, 30]. Hence, those employees who have more consistent experiences may be in lack of required cognitive resilience to fulfill strategic roles in organization [31]. Contrary to this, employees who have high levels of Career Variety are more likely to have wide range of knowledge, skill and vision. Employees who have higher level of Career Variety are more likely to improve their knowledge, skill and vision resulted in this indication that Career Variety empower employees to discover roles and positions (Curiousness of career path) and readiness to face unexpected challenges (Career concern). Furthermore, employees who are exposed to more diversified tasks and domains are able to make

better decisions and more rapidly in changing and complicated environments [32]. Employees are able to separate and merge diversified information resources so as to make important decisions and produce new ideas to guide and drive their performances (Career path control). Moreover, these experiences may reinforce beliefs of persons in regard of having capability to face occurred problems or damages in process of their own career path development and improvement (Confidence in career path). All told, these analyses indicate that exposing to multiple experiences increases Career Adaptability [28, 29].

In domain of environmental factors after analysis of interviewees responds, three factors of economic factors, cultural factors and law and regulations as third factor were measured as major affective factors on Career Adaptability. Most of the interviewees believed that law and regulations as a factor is the most effective factor on Career Adaptability. In context of law and regulations, interviewees pointed to concepts such as elimination of inappropriate work acts and their resulted problems and purging limitations and obstacles of work law once work forces are to transfer.

Designed model in this study may help Shazand petrochemical company in responding to organizations' increasingly need to employees with high levels of readiness to deal with continuous challenges in career path, organizations managers needs to select more adaptive employees, modification of selection pattern in order to employ those who have more adaptability and the most important is retainment and preservation of key and strategic employees. As it is mentioned in "Introduction" section, Shazand petrochemical company has numerous problems in domain of career satisfaction and organizational Commitment and turnover of key employees and since organization needs its strategic and key employees who accounted as the most invaluable assets and competitive advantage, then recognition of affective factors on Career Adaptability and designing Career Adaptability model where lead to some career related results such as turnover and resignation termination, career satisfaction, organizational Commitment [16] may help company to retain and preserve key and qualified employees.

## **RESOURCES**

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#### Authors Short Biography

**Seyed Reza Seyed Javadin** was born in Langrood, Iran, in 1956. He received the Bachelor in Industrial Management degree from the University of Gilan, Rasht, in 1978 and the Master and Ph.D in Management degree from the University of Tarbiat Modares , Tarbiat Modares, in 1986 and 1993. He is Professor of Tehran University Faculty of Management now. His the most important research interests is Human Resource Management.



**Tahmores Hasangholi Pour Yasori** was born in Lahijan, Iran, in 1957. He received the Bachelor in Management degree from Higher School of Management of Gilan, Rasht, in 1978 and the Master and Ph.D in Management degree from the University of Tarbiat Modares, Tehran, in 1988 and 1994. He is Professor of Tehran University Faculty of Management now. His the most important research interests is Human Resource Management.



**Aryan Gholipour** was born in Khalkhal, Iran, in 1973. He received the Bachelor in management degree from the University of Sistan & Baloochestan, Zahedan, in 1995 and the Master and Ph.D in Management degree from the University of Tehran, Tehran, in 1998 and 2004. Professor of Tehran University Faculty of Management now. His research interests is Human Resource Management.



**Abbasali Haji Karimi** was born in Tehran, Iran, in 1957. He received the Bachelor in management degree from the University of Tehran, Tehran, in 1979 and the Master and Ph.D in Management degree from the University of Tarbiat Modares, Tehran, in 1985 and 1993. He is Associate Professor of Sahid Beheshti University Faculty of Management and Accounting now.



**Fatemeh Karimi Jafari** was born in Tehran, Iran, in 1985. He received the Bachelor and Master in Management degree from the University of Allameh Tabatabayi, Tehran, in 2008 and 2011. She is Ph.D Candidate of Tehran University in Human Resource Management now. His research interests include Human Resource Management, Organizational Behaviour.

