

Relationships of Organizational Culture and Proactiveness on Managerial Career Adaptability in Vietnamese Telecommunication Enterprise

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Responding to fast and dramatic changes of the telecom industry, managers need an adaptability to deal with the changes in transition from technical to management positions, changes of technology, changes of organizational environment, change of business environment, etc. to survive and develop. In Vietnamese telecommunication enterprises, in the restructuring and transforming towards the optimal business model process, adaptability of managers in the telecom enterprises is a critical factor that influences the firm's performance. This research found that the organizational culture and pro-activeness have positive impacts on career adaptability of Vietnamese telecom managers and the career success of managers. Findings shown that there is a difference between the tenure, age, managerial experience, educational level, specialization on the career adaptability of managers in Vietnamese telecom enterprises. Some alternative solutions were also given to strengthen the career adaptability for the managers in the Vietnamese telecom industry.

Key words: *Organizational Culture, Career Adaptability, Proactiveness, Adapting to Change, Vietnamese Telecommunication Enterprise.*

Introduction

The abilities to adapt and direct career development of any employee has got the attention of many scholars in the globalization era (Arthur, 1994; Raabe, 2007). Savickas et al. (2005) indicated that the employees in learning organizations should develop necessary skills and competencies to cope with the fragmented and diverse careers. Especially, in the modern organizations, the transitions of job are happening regularly. Therefore, career adaptability (CA) is very important which can help employees to fit with any new job context. CA is defined as a psychosocial resource which employees use to manage career changes and challenges successfully. CA also supports employees to adapt with changed working conditions (Savickas, 1997). CA is important for managers because the managers at all levels are the human resources that play a significant role in the organizations' development and success.

Globalization and international economic integration are opportunities for development but also contain many challenges for all economies, especially in developing countries like Vietnam. Vietnamese telecommunication enterprises contributed a big share of the country's development. In domestic and global competition, Vietnamese telecom enterprises have been changing to survive and develop. Enterprises have to restructure the apparatus and transform the business model in an optimal way. Besides, telecom enterprises are high-tech ones, they are always under pressure of the rapid change of current technology as well as in the future. In Vietnamese telecom enterprises, managers are mostly promoted from technical engineers with good achievements. Most managers have technical foundations and are not trained in management. CA is essential for managers in Vietnamese telecom enterprises to overcome difficulties caused by the transition from a technical to a management role. Studying about influencing factors on managers' factors to help employees to strengthen their CA becomes significant. In addition, there is a lack of research on managers' CA. This research studies how the organizational culture and the proactiveness has impacts on career adaptability of Vietnamese telecom managers and the career success of managers.

Literature review

Definition of career adaptability

There are a various terms and concepts of career adaptability (CA). According to the Career Construction Theory (CCT), CA is defined as a readiness of employees to deal with the changed, predictable tasks and unpredictable adjustments in the job and occupational conditions (Savickas, 1997, 2005). CA is also understood as a psychological construct to deal with the different situations in the career development and to integrate with society. According to Savickas & Porfeli (2012), CA consists of concern, control, curiosity, and confidence in career path. Career concern is defined as the degree to which people have a

clear objective and prepare for their career future (Savickas, 2005, 2013). Career control is understood as the level of individuals that enhance personal control and is responsible for career-oriented actions using self-perseverance, effort and self-discipline. Career curiosity indicates the degree to which people are curious to explore different career roles and contexts to shape themselves and alternative situations. Career confidence is the degree to which people express their faith and belief in their own abilities to pursue career goals, aspirations and make effective career decisions. According to Guan et al. (2014), this career concern, control, curiosity and confidence component can work together to support the management of work-related tasks and unexpected changes through one's career development journey.

Review of career adaptability

Career adaptability has been studied by many scholars and became a central construct in vocational psychology (Ebberwein, 2004; Hartung, 2008; Savickas, 1997). Firstly, CA was introduced by Super more than three decades ago (Super & Knasel, 1981) and consisted in CCT (Savickas, 2002). Savickas (2013) confirmed that CA is a multi-dimensional and social psychological construct, including a combination of attitudes, competences and behaviors that individuals use to fit themselves in to do the job that conform to them. As a result, CA stays in a place of the intersection between person and environment. CA also reflects the personal resources to manage career tasks and challenges. Flum & Blustein (2000) emphasized that as a personal resource, CA is critical in one's career so that he/she can actively deal with and adjust his/her career.

In general, studies of CA now focus on some main directions: the concept and measurement of CA; the consequences of CA; and/or the antecedences affecting the CA. Following the Career Construction Theory of Savickas, studies have focused on developing the reliability of the Career Adapt-Abilities Scale (CAAS) as an international scale, so that it has helped to facilitate further researches by using CAAS. These studies also focused on assessing CA of students in universities, and several employees in organizations such as call centers. These studies also found out the factors influencing on the employees' career adaptability as well as the consequences of CA. Even with the popularity and significant of employees' CA in the current work world, exploration of career change and adult's transition has attracted very little attention from scholars. Most research focused on school to work transition (Klehe et al., 2011). Moreover, the studies also focused on individual factors but not many organizational and vocational factors affecting CA (refer to Table 1).

Table 1: Factors influencing on CA of employees/managers

Factors	Researches
<i>Psychology</i>	Emotional intelligence (Melinde Coetzee, 2014); Sense of coherence (Harry, 2013);
<i>Individual characteristics</i>	Individual difference, Big-five personality and BIS/BAS traits (Hannes Zacher, 2014); personality traits (Rossier et al., 2012)
<i>Job characteristics</i>	Daily individual and job characteristics (Zacher, Hannes, 2016); Career Variety (Tim Hall, 2006), career complexity (Zhu, 2013), individuals' employment situation (Johnston, 2013)
<i>Organizational</i>	Organizational learning (Masih hajian, 2013), Leadership styles (Kanagaletchumy, 2012)

(Source: Summarized by authors)

Organizational culture and career adaptability

Organizational culture is conceptualized as common beliefs and values in the organization that help in forming the employee behavior patterns (Kotter and Heskett, 1992). Some aspects of corporate culture have been described in different literature. Aspects of organizational culture include “communication, training and development, rewards, decision making, risk taking, planning, teamwork and management practices” (Ricardo & Jolly, 1997). Among these dimensions, teamwork, communication, training and development, and reward-recognition have the biggest impact on employees' behavior commitment (Lau and Idris, 2001; Boon and Arumugan, 2006; Zain et al, 2009; Sola et al, 2012).

Performance is understood as both physical and psychological ability to implement a specific task in a specific way. Action dimension (behavioral aspect) and outcome dimension (efficiency aspect) are two aspects of performance, founded by Campbell, Kanfer (1990) and Roe (1999). Career adaptability was conceptualized as the attitudes, capabilities and behaviors that individuals use to suit themselves to work in accordance with them. Thus, CA is considered as the skills that help employees to adapt with the various changing working conditions and environments (Savickas, 2005) and as the performance. Transaction competencies or psychological resource is easy to change compared to personal traits. The development of CA is based on the interactions between the inner and outer world of people. It is strongly related to the specific role and different situations. As a result, adaptability is bounded by the culture and context. Because of this, this research proposes the following hypothesis:

H1. Organizational culture is associated positively with a manager's CA

Proactiveness and career adaptability

Bateman & Crant (1993) identified that proactiveness captures a behavioral trend for the enactment or changing of a person's environment. Proactiveness is a quite stable trend that motivates individuals to influence the working conditions and environment by acting on initiatives. In the perspective of the individual agency mentioned in CCT, Crant (2000) and Tolentino et al. (2014) concluded that the proactive focus implies that employees can make changes to improve their surroundings and not passively react to the environmental regulations. Based on studies of Bateman & Crant (1993), Tolentino et al., (2014), proactive person who usually are action-oriented ones, are more likely to actively to cope with career-related changes, explore opportunities for improvement and create a working environment for career needs. As a result, to support career development of proactive people, it is necessary to actively develop adaptive resources.

Several studies shown that there is a positive relationship between CA and pro-activeness. Research done by Tolentino et al. in 2014 shows that the higher proactive Australian university students reported higher levels of CA and higher levels in its four dimensions of concerns, control, curiosity and confidence. In line with this research findings, when studying the CA of Turkish students, Öncel (2014) indicated that there were strong and positive correlations of proactiveness with CA and its sub-components. Studies of Cai et al. (2015), Hou et al. (2014) on the CA of Chinese university students also had a similar result with the Tolentino and Öncel (2014). Most of previous empirical evidence was created from university student samples. It is necessary to conduct further investigation into the relationship between proactiveness and CA among other population groups, especially among those currently working. This study is conducted to test the relationship between proactiveness and CA in a sample of Vietnamese Telecom managers.

H 2. Proactiveness has a positive influence on manager's CA

Career adaptability and job satisfaction

Many scholars such as Hirschi (2009), Rossier, Van Vianen, Savickas, Soresi (2012); Johnston, Maggiori, Tolentino et al., de Guzman & Ok, (2013); Guan et al. (2014), performed research on CA and found a strong link between CA and career satisfaction, job engagement, promotability, related skills to career, self-esteem, career commitment, quality of life, well-being, work stress, career barriers, goal decidedness and self-efficacy. According to these studies and concerning the situation when employees moving to management jobs, the authors propose the following hypothesis:

H3. CA has a positive relation with career success (job satisfaction)

Responding to the dynamic changes of the world, the expectation and satisfaction level of employees are also increased. Organizational culture needs to be adapted overtime to meet with the different needs of expectation and satisfactions of employees. The relationships between organizational culture and employee performance has been widely accepted (Willmott, 1993; Legge, 1994; and Ogbonna, 1993). Many researchers considered the importance of ability and effort factors to create a link between organizational culture and employee performance (Gardner & Schermerhorn, 2004; Schermerthorn et al, 1990). Daft (2010) specified that there was a positive relationship between organizational culture and employee performance. This finding also shows that strong organizational culture supports the adaptation and development of employee performance by promoting employees toward a common goal and objective, forming and challenging employees. Their behaviour in that particular direction must be the top priority of operational and functional strategies of any organization. As such, the following hypothesis is developed:

H4. Organizational culture is associated positively with career success (Job satisfaction)

Bateman & Crant (1993) point out that proactive people are those who are not bound by situational forces, identify opportunities and act on them, offer initiatives and take actions to influence their environment and persevere until meaningful changes occur; while those who are non-proactive individuals are passive and reactive: they cannot identify, let alone grasp, the opportunity to change things and prefer to adapt rather than change the situations. The relationship between proactive personality and CA dimensions was well developed by many scholars. Specifically, in 2001, Seibert, Kraimer, and Crant confirmed that proactive people who are active, select, create and influence work situations increasing the possibility of success in their careers. Fuller & Marler (2009), Ng, Eby, Sorensen, & Feldman (2005) proven that proactiveness was a positive predictor of objective and subjective career success.

H5. Proactiveness has a positive influence on career success (Job satisfaction)

Methods

Sample description

This study used a professional online survey platform to collect data. To increase the number of participants, questionnaires were also sent to respondents by emails through HR departments. 632 middle managers from 65 enterprises of 3 telecom groups (Viettel, VNPT and Mobifone) participated in this questionnaire survey. There was 8.4% female respondents

and 91.6% male respondents. The gender percentage of the sample is accepted because most workers in the telecom industry are male. There was 37.3% of respondents at the age range of 30–40 years, and 51.3% of respondents at the age of 41–50 years. Regarding to the job tenure, most of respondents had more than 10 years of working experience (60.9%), 38.1% of respondents having from 5-10 years of working experience, and only 0.9% of respondents having <5 years of working experience. Manager job tenure groups < 1 year was account for 2.8%, from 1 - 5 years was 30.5%, from 6 - 10 years was 44.8%, and >10 years was 21.8%. Most graduated from technical university (69.9%), followed by those graduated from economic and management university (24.8%), some graduated from both technical, economic and management university (5.2%). 69.1% of respondents held a bachelor degree, 30.90% of respondents had a postgraduate qualification. They worked in one function (72.9%), or two functions (25.9%), or three functions (1.1%). The number of organizations they had worked for are: 1 (66.0%), 2 (31.5%), 3 (1.7%), > 3 (0.8%). The number of departments they had worked for are: 1 (n=231, 36.6%), 2 (n=317, 50.2%), 3 (n=76, 12%), > 3 (n=8, 1.3%). The number of industries they had worked for are: 1 (n=602, 95.3%), 2 (n=27, 4.3%), 3 (n=3, 0.5%).

Measurements

Organizational Culture

The authors used the scale of Recardo & Jolly (1997) to measure the CA in this study. The Recardo & Jolly scale is a multi-element self-assessment measure, including 32 items and 08 subscales: “communication, training and development, rewards, decision making, risk taking, planning, team work, and management practices”. This study used only 16 items and 04 subscales *training and development* (4 items, for example “You are fully trained with the necessary skills to perform your job well”), *risk taking* (4 items, for example “You are allowed to learn by mistakes when making changes without being reprimanded”), *planning* (4 items, for example “Leaders always set very specific goals for people to achieve”), and *decision making* (4 items, for example “You are allowed to participate in important decisions of the Company”). The 5-point Likert scale: 1 (strongly disagree) to 5 (strongly agree) was used in this research. The result of CFA shown the observed variable risk taking (“You are encouraged to try different methods than the previous methods people have done” has a Corrected Item-Total Correlation = .285 < 0.3). Therefore, this variable is rejected.

Proactive Personality

To measure proactive personality, this study chose 10 items from Bateman and Crant study in 1993. The main reason for choosing these items is that there was a consistence of the highest factor loading in different samples. The highest factor loading criterion is often applied to select items from the full scale for proactive personality. Respondents rated the items on a 5-

point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach's alpha for these measures was 0.87 which are accepted. However, variable "If I see something I don't like, I fix it" was rejected because of Corrected Item-Total Correlation = .186 < 0.3.

Career Adaptability

Career Adapt-Abilities Scale-Short Form (CAAS-SF) of 12 item self-report inventory was used by Maggiori, Rossier & Savickas (2015) to measure CA. The 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree) was used to rate the respondent's opinion. This short form of CAAS is developed to index both global career adaptability and scores on the four specific dimensions of career adaptability proposed in the Career Construction Theory (CCT). In this research, Cronbach's alpha of CA and its four dimensions were ≥ 0.6 , such as the CA ($\alpha = 0.87$), Concern ($\alpha = 0.83$), Control ($\alpha = 0.83$), Curiosity ($\alpha = 0.8$), and Confidence ($\alpha = 0.84$). Therefore, these scores had a high level of reliability.

Career Satisfaction

To measure the career success in this study, the authors used the career satisfaction scale in the research performed by Greenhaus in 1990. The 5 point Likert scale, from 1 strongly disagree to 5 strongly agree, was also used to rate the opinion of respondents. The respondents were guided to rate their opinion on career success in the 5 items such as the achievement in his/her career; the progress towards meeting his/her overall career goals; the progress towards meeting his/her goals for income; the progress towards meeting his/her goals for advancement; and the progress towards meeting his/her goals for the development of new skills. In this sample, the Cronbach's alpha reliabilities were acceptable for the total scale score ($\alpha = 0.845$)

Data Analysis

EFA

To test the data reliability, the authors conducted the EFA test. 41 variables were put in the test of EFA. The value of KMO is equal to .877 (> 0.5) and the Barlett test has Sig. = .000 ($< .05$) indicating that the EFA analysis is appropriate method. Under the rule of eigenvalue ($= 1.145 > 1$), 10 factors were extracted (no new factors compared to the original), covering 66.46% of variation. However, the variable as "If I believe in an idea, no obstacle prevents me from making it happen" was removed because of the loading factor is $< .50$. The authors conducted the second test of EFA with 40 variables and got the KMO = .874 and Bartlett test with Sig. = .000 ($< .05$) which shown an appropriate reason for the factor analysis.

CFA

Results of CFA testing point out that Chi-square = 985,364; df = 695; p = .000 (<0.05); CMIN / df = 1.418 (<2); GFI = .928; CFI = .973 and TLI = .970 (<=0.980); RMSEA = .026 (<.08). These results shown conformity of research model. The value of CR from .804 to .889 (>=0.7), the AVE from 50.06% to 63.99% (>=50%), and regression coefficient (standardized) .612 to .864 (>0.5) indicated that there is a good unidimensional and convergent validity of scale.

EFA and CFA test results shown that 40 variables in this research model were qualified for SEM analysis because they ensured the reliable, convergent and discriminant validity.

Results and Discussion

Hypothesis testing

The linear structural analysis result is presented in Table 2. The relevance of model is acceptable because the Chi-square value is equal to 1088.097 with the df of 727 and the CMIN / df level is equal to 1.497 (< 2.00). Besides, CFI = .966; TLI = .964; GFI = .922 (>.90) and RMSEA = .028 (<.080) satisfied the requirements. As a result, the SEM model is consistent with the data and useable model. At the significance level of 95%, all hypotheses with β_k value is >0, p<0.05 are strongly supported (see Table 2). This research found that the organizational culture and proactiveness have positive impacts on career adaptability of Vietnamese telecom managers and the career success of managers.

Table 2: The results of testing hypotheses

Relationship	Unstandardized Coefficient	p-value	Standardized Coefficient	H-Testing
Chi-square = 1088.097; df=727; p=.000; CMIN/df= 1.497; GFI = .922; CFI = .966; TLI= .964; RMSEA=.028				
H1: Organizational culture is associated positively with a manager's CA	0.402	0.000	0.428	Supported
H2: Proactiveness has a positive influence on manager's CA	0.124	0.000	0.236	Supported
H3: CA has a positive relationship with career success	0.606	0.000	0.436	Supported
H4: Organizational culture is associated positively with career success	0.458	0.000	0.35	Supported
H5: Proactiveness has a positive influence on career success	0.08	0.009	0.11	Supported

The differences of career adaptability between the demographic groups

Levene's test results for Sig values. = .095 (> 5%), thus a null hypothesis of "there is no difference in career adaptability according to the various job tenure" is developed. Suitable data set to perform ANOVA tests. At the Sig. = .000 <5%, ANOVA test result shows that there is a difference in the career adaptability among groups with various job tenure.

Findings show that there is a difference between the tenure, age, managerial experience, educational level, specialization on the career adaptability of managers in telecom enterprises in Vietnam.

Research limitations

There are some limitations which should be addressed before further study. The scope of this research was limited to specific managers (first-line and middle) in Vietnamese telecommunications companies. This creates a limitation of the results interpretation in different occupations such as technical, business, admin staff, etc. Besides, conducting the test across different multicultural populations from different occupational groups can provide additional information for career adaptability theories. Finally, this topic also has a limited point, where the collected data to assess occupational adaptability has only been obtained at one time. The information has not been collected in one period of time, while the work



capacity and performance need to have an expression process. Therefore, the results are only limited to the perception of managers at a specific time. Many things will be achieved through longitudinal research through analyzing changes in organizational culture level, career adaptability and career satisfaction when the career concept develops by itself over time.

Conclusion

Findings show that organizational culture and proactiveness have positive impacts on career adaptability of Vietnamese telecom managers and the career success of managers. This study confirms that there is a difference between the tenure, age, managerial experience, educational level, specialization on the career adaptability of managers in Vietnamese telecom enterprises. In order to improve managers' career adaptability and career success, Vietnam's telecommunication enterprises should focus on building and developing a good corporate culture. Enterprises should develop policies on training & development, improve the decision-making skills, risk taking, and planning skills. These policies will help in developing manager's career adaptability and success.



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