



The World's Largest Open Access Agricultural & Applied Economics Digital Library

This document is discoverable and free to researchers across the globe due to the work of AgEcon Search.

Help ensure our sustainability.

Give to AgEcon Search

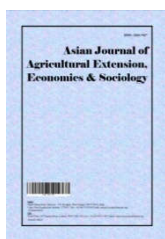
AgEcon Search

<http://ageconsearch.umn.edu>

aesearch@umn.edu

*Papers downloaded from **AgEcon Search** may be used for non-commercial purposes and personal study only. No other use, including posting to another Internet site, is permitted without permission from the copyright owner (not AgEcon Search), or as allowed under the provisions of Fair Use, U.S. Copyright Act, Title 17 U.S.C.*

No endorsement of AgEcon Search or its fundraising activities by the author(s) of the following work or their employer(s) is intended or implied.



An Application of Kaleidoscope Career Model among Marketing Professionals in Agribusiness Sectors

K. Nandhuparkavi^{1*}, S. Hemalatha¹, S. Moghana Lavanya¹ and V. Anandhi¹

¹Tamil Nadu Agricultural University, Coimbatore – 03, India.

Authors' contributions

This work was carried out by the author KN under the guidance of authors SH, SML and VA. All authors read and approved the final manuscript.

Article Information

DOI: 10.9734/AJAEES/2020/v38i1130450

Editor(s):

(1) Dr. Ian McFarlane, University of Reading, UK.

Reviewers:

(1) Sutanto Soehodho, University of Indonesia, Indonesia.

(2) Udokang Anietie Edem, Federal Polytechnic Offa, Nigeria.

Complete Peer review History: <http://www.sdiarticle4.com/review-history/63069>

Original Research Article

Received 12 September 2020

Accepted 18 November 2020

Published 02 December 2020

ABSTRACT

The purpose of the study is to analyze how the KCM (Kaleidoscope Career Model- consists of Authenticity, Balance, Challenge) influence the transition in their career and also to identify the factor influencing for the job mobility. Survey data were collected through Google forms and mail from the input sectors. The Google forms send to the 260 respondents and data were collected from 110 respondents with full details. Correlation and Hierarchical regression were used to identify the factor for the job mobility. To identify the factor influencing the job mobility among the marketing professionals in input sector. In Kaleidoscopic career model, among the parameters which influence their career transition. The limitation in the study is selected particularly marketing professional in the input sector among various the various positions. Further depth analysis should be involved to identify the more factor their mobility. The organization able to understand the mindset of employees for their mobility to different organizations. It help to promote the organizations by means of providing benefits to the employees from the human resource polices and resource. Many studies had been conducted for career mobility of the employees among various sectors. However the academic research has conducted among the marketing professional in agribusiness sector. The study uses the framework of Kaleidoscope Career Model to analyze the mobility of the employees. It helps to us identify the factor for the career mobility.

*Corresponding author: E-mail: nandhuparkavi123@gmail.com;

Keywords: Career transitions; kaleidoscope career model.

1. INTRODUCTION

Agribusiness sector represents all collective business activity related to agriculture. Agribusiness involves three sectors namely input sector, farm sector and product sector. The firms producing/ marketing seeds, plant protection chemicals, machinery, bio-fertilizers which are used as inputs for farm belong to input sector. This sector provides 75% of the input used in the agriculture production. The firms involved in large scale commercial production of agricultural /horticultural crops for export purpose are termed as farm sector. The product sector comprises firms which indulge in value addition of agricultural/horticultural/ fisheries/ forest produce (honey, etc). This stands as a separate sector namely food processing industries. Employees of these sectors primarily seed and plant protection chemicals move from one job to another and change more than three jobs within one to two years of their career. This mobility of the employees is movement to various positions or jobs opportunities for their personal development. This movement can occur within the organization by transfer and promotion or outside of the organization through resignations. Individual decision making based on personal (Goals, income, education etc) and situational factors (family, job, opportunities etc) serve as the basis for career mobility. The present study aims to understand the career patterns of marketing professionals in agribusiness through kaleidoscope career model. This will bring out the factors responsible for the changing career patterns of the employees in agribusiness sector.

1.1 Career Transition

Career transition [1] is defined as the period during which an individual is changing roles or changing their orientation to the roles held. Career transition can be upward (promotion), downward (demotion) and lateral (same position). The transitory career concept can be defined as individual moving "from one field or job to a very different or wholly unrelated field or job" [2]. Transition involves relocation from one geographic area to another and hierarchical movement like promotion, lateral moves, and demotion [3]. It creates most positive value for employees which generally brings them higher salaries, greater responsibility and increased prestige [4].

1.2 Boundaryless Career

Boundaryless career and protean career are the important career models. Individual who possesses the Boundaryless career move frequently among organizations, develop skills that can be applied to variety of employment settings, and accept the responsibility for managing their own careers [5] whereas the protean career is a self-directed pursuit of psychological success under the control of the individual rather than a particular employer [6]. The boundaryless career is portrayed as an entity; something out there waiting to be discovered [7]. An individual is independent rather than dependent on traditional organization career arrangement [8]. Boundaryless career is characterized by individuals moving from "job to job, or from organization to organization thus transcending physical boundaries [9].

1.3 Protean Career

Protean career refers to the individual responsibility for career success based on the personal values and self-referent psychological success. Work experience and upward gradation of skills is necessary to become more flexible and adaptable in protean career [10]. Proteanism refers to individual responsible for his or her own career rather than the company. The individual career is reinvented continuously and success is defined based on the "the degree of job satisfaction, self-actualisation, personal accomplishment and feeling of fulfilment [11]. A new career form where the individual rather than the organization takes on the responsibility for one's own career and also for transforming one's own career path [12].

2. METHODOLOGY

2.1 Kaleidoscope Career Model

The KCM Model involved in the consideration of both the protean model and boundaryless model support the concept of a customized career over the lifespan and the portfolio concept of developing marketable skills over time [13].

Kaleidoscope Career Model (Mainiero and Sullivan, [14]) is a recent career theory which tells that individuals change their career patterns across their life like the Kaleidoscope which

changes patterns on rotation. The career patterns authenticity, balance; challenge will be present over the course of career but arise at different intension across the life span. In terms of career transition, one parameter will rise into the ascendancy, driving decision about whether to opt-in or opt-out of the workforce as individual navigate work and non-work domains.

The KCM takes into consideration elements of both the protean model and the boundaryless career model. Specifically, this study will examine how the parameters vary by career stage for the people in the private organization during a time of career transition and how men and women may prioritize each of three parameters in their career stage.

2.1.1 Authenticity

Authenticity is the individual's need to act and express their attitudes with their genuine to inner value which may be vary in behaviour that may need to exhibit to survive in work surroundings. The individual internal values are aligned with his/her external behaviour and values of employing organization and also authenticity was displayed through behaviours resonant with personal or work strength or involvement in activities for their genuinely reflect the inner nature of that individual.

2.1.2 Balance

Balance represent work -family management and integration efforts on the part of the employees to create a work life intersection which adjust the attention to both work and non work. In order to increase the need for balance, individual may choose certain career paths that allow them to restrict work hours or either slow down their career progression. Mainiero and Sullivan identified some strategies to rebalance work-family management priorities such as adjust the work time through part-time employment, opting out of the workforce temporally, arranging workloads in accordance with family situation or trying to meet demands and expectation from both work and family simultaneously.

2.1.3 Challenge

Challenge refers to the part of the individual to participate in motivating work intrinsically, to work and develop one's skills and to make progress in one's career through lateral progress or liner progress. It refers to individual's need for

stimulation, learning and skill growth to increase capability and also the desire to climb the career ladder by discovering opportunities to develop lateral skills to enhance one's career portfolio or ways to explore new job enhancing career possibilities.

2.1.4 Objectives of the study

- To identify the career transition in agribusiness sector
- Examine career transition using KCM (Kaleidoscope career Model).
- To identify the actor influence the career transitions.

2.2 Sample and Data Collection

Data was collected from sales and marketing professional of agricultural input sectors (seeds, plant protection chemicals).Google form was sent to 260 respondents through snowball sampling and 110 responded. The parameters of the KCM was measured using 15-item instrument [15] with five items for authenticity, balance and challenge. The ranging from "this does not describe me at all" to 5 "this describe me very well".

2.3 Measures

2.3.1 Career stage

Career stage is defined by the age of the individuals and Slocum and Cron [16] suggests three stage career patterns. Individuals who are 30 years old or less are in trail stage, advancement stage refers to the individuals between 31 and 45 years old and individuals with more than 45 years old are in maintenance stage.

2.3.2 Family characteristic

Family characteristics indicates the marital and employment status of the respondents. Respondents was asked to indicate the marital status and spouse's employment status. Dummy coding was used to indicate the earning of the family. (1 = "Married and spouse works either full-or part-time," 0 = "No spouse or spouse does not work").

2.3.3 Job specialization

Job specialization brings out the respondents interest in choosing a specific career or not. The

respondent were asked to indicate whether they want the job in more specialist or a generalists. A specialist was defined as a person with detailed skills in a specific branch of study, research, or work. Dummy coding was used to differentiate the two groups (1=Specialists, 0=Generalists).

2.3.4 Movement opportunities

Movement opportunities denote the scope for the individual (promotions) to move in the career ladder. A single item using a 7-point response scale was used to assess respondents' perception of promotion qualifications (How qualified are you for promotion at this time? 1=Not at all qualified to 7=very qualified). A single item using a 7 point response scale was used to assess participants' awareness of career opportunities (How much do you know about career opportunities? 1=Almost nothing to 7=A whole lot).

2.3.5 Development opportunities

Development opportunities indicate the individuals' perception about acquiring new knowledge, skill ability to suit the careers in sector. A 4-item scale was used to assess participants' perceptions of current opportunities for career development. The items assessed participants' perceptions of opportunities to develop new knowledge, skills, and abilities through job experience and formal training (e.g., "I have sufficient opportunity to develop new knowledge through formal training"). A 7-point response scale was used with 1 = "Strongly disagree" to 7 = "Strongly agree."

2.3.6 Willingness to accept movement opportunities

The extent to which participants were willing to accept upward, downward, or lateral movement opportunities was assessed with seven items 7-point response scale was used with 1 = "Very unwilling" to 7 = "Very willing." Items were written to assess all possible movement options within the organization.

Single items were developed for movement options involving promotion with relocation and acceptance of a lower-level position ("How willing are you to pursue a promotion requiring relocation of your residence?" "How willing are

you to pursue a lower level position to get experience in another division, or individual unit?"). Two items were developed to assess willingness to accept lateral movement with relocation ("How willing are you to pursue a lateral transfer from a central office position to a field position?" "How willing are you to pursue a lateral transfer requiring relocation of your residence?").

3. RESULTS AND DISCUSSION

3.1 Demographic Studies of the Respondents

The respondents were 90% male and 10% female. Among them 70% were married and remaining 30% are unmarried and 52% are under graduate graduates, 59.09% are 40.90% are postgraduate. Majority of the respondents are in the advancement stage (31-44 ages) followed by trail stage (25-30) and last maintenance stage (45-65). Pearson correlation was used to estimate the relationship between demographic factors, willingness to accept mobility opportunities and KCM parameters. The variables used in the correlation are education, work experience, age, marital status, lateral transfer (with & without relocation), lower level position and promotion with relocation.

3.2 Career Transition Using KCM (Kaleidoscope Career Model)

The relationship between the Demographic variables, Authenticity, Balance and Pearson was analyzed by the Pearson correlation and the results are showed in the Table 2.

From Table 2 it was found that authenticity is positively correlated to work experience (0.259**), education (0.266**) and development opportunities (0.166*). Experience and education enhances the knowledge, skill and the maturity level of the individuals. This inculcates internal values in the individuals. Hence authenticity was found to be related with education and experience. Besides the individual's desire for development increases through education and experience. So authenticity is also related with development opportunities. The same results were identified by Sullivan [15] in US. Similarly balance is significance to the development opportunities.

Table 1. Demographic study of the respondents

S. No	Variable	Indices of the profile	Frequency	Percentage of the respondents
1.	Age	25-30	50	59.09
		31-44	45	38.18
		45-65	15	0.03
		Total	110	100
2.	Gender	Male	100	90.90
		Female	10	9.09
		Total	110	100
3.	Educational qualification	UG	65	59.09
		PG	45	40.90
		Total	110	100
4.	Marital status	Married	60	54.54
		Unmarried	50	45.45
		Total	110	100
5.	Work experience	1-4 years	25	22.72
		5-8years	35	31.81
		9-12 years	30	27.27
		Above 13 years	20	18.18
		Total	110	100

Table 2. Correlation relationship between the demographic variables and KCM parameters

		Career stage	Work experience	Education	Income	Development opportunities	Authenticity	Balance	Challenge
Career stage	Pearson correlation	1	0.490	0.269**	0.490**	0.116	0.121	0.018	0.214*
	Sig(2-tailed)		0.000	0.007	0.000	0.251	0.230	0.857	0.009
	N	110	110	110	110	110	110	110	110
Work experience	Pearson correlation	0.267*	1	0.991**	0.144	0.470	0.259**	0.067	0.018
	Sig(2-tailed)	0.007		0.000	0.147	0.642	0.009	0.510	0.860
	N	110	110	110	110	110	110	110	110
Education	Pearson correlation	0.269*	0.991**	1	0.133	0.076	0.266**	0.076	0.006
	Sig(2-tailed)	0.007	0.000		0.186	0.450	0.007	0.554	0.951
	N	110	110	110	110	110	110	110	110
Income	Pearson correlation	0.490**	0.144	0.133	1	0.105	0.032	0.103	0.264**
	Sig(2-tailed)	0.000	0.147	0.196		0.296	0.755	0.309	0.005
	N	110	110	110	110	110	110	110	110
Development opportunities	Pearson correlation	0.116	0.470	0.760	0.105	1	0.166*	0.321*	0.089
	Sig(2-tailed)	0.251	0.642	0.450	0.296		0.099	0.001	0.376
	N	110	110	110	110	110	110	110	110
Authenticity	Pearson correlation	0.121	0.269**	0.276**	0.032	0.166*	1	0.257	0.105
	Sig(2-tailed)	0.230	0.009	0.007	0.755	0.099		0.010	0.296
	N	100	100	100	100	100	100	100	100
Balance	Pearson correlation	0.018	0.067	0.076	0.103	0.321**	0.257	1	0.067
	Sig(2-tailed)	0.857	0.510	0.554	0.309	0.001	0.010		0.509
	N	110	110	110	110	110	110	110	110
Challenge	Pearson correlation	0.214*	0.018	0.006	0.264**	0.089	0.105	0.067	1
	Sig(2-tailed)	0.009	0.860	0.951	0.005	0.376	0.298	0.509	
	N	110	110	110	110	110	110	110	110

Note: *correlation is significant at 0.05 level (2-tailed); **correlation is significant at 0.01 level (2-tailed)

Table 3. Lateral transfer (with and without relocation) for the job mobility

Variables	Lateral Transfer					
	With relocation			Without relocation		
	β	R^2	ΔR^2	β	R^2	ΔR^2
Career stage	0.181	0.505	0.491	0.022	0.097	0.054
Income	0.243*			0.157		
Education	0.005			0.226		
Job experience	0.187*			0.008		
Years in current job	0.017	0.550	0.530	0.163	0.189	0.146
Years to remain in current job	0.127			0.119		
Job specialisation	0.038			0.300		
Career opportunity	0.205*	0.560	0.540*	0.069	0.190	0.118
Qualified for promotion	0.183**	0.621	0.621*	0.006	0.190	0.108
Development opportunities	0.206**	0.642	0.651**	0.017	0.190	0.098

Note: * $p < .01$, ** $p < .05$.

Table 4. Promotion with relocation and lower level position for the job mobility

Variables	Position					
	Promotion with relocation			Lower level		
	β	R^2	ΔR^2	β	R^2	ΔR^2
Career stage	0.267**	0.459	0.429	0.126	0.009	-0.033
Income	0.153			0.009		
Education	0.069			-0.048		
Job experience	0.046**			-0.313		
Job specialisation	0.069*	0.494	0.470	0.259	0.042	-0.021
Year in current job	0.003			0.083		
Years want to remain in current job	0.053			0.798		
Career opportunity	0.344*	0.553	0.543	-0.568	0.045	-0.029
Qualified for promotion	0.016**	0.623	0.615	0.413	0.046	-0.039
Development opportunities	0.003**	0.653	0.655	0.175	0.075	-0.019

Note: * $p < .01$, ** $p < .05$.

Challenge is positively correlated to career stage (0.214*) and income (0.264**). This shows that most of the trail and advance stage employees move from one job to another job for more income and also to get new experience like gaining more knowledge and skills from various company.

3.3 Factor Influencing the Career Transition

Hierarchical regression was used to determine the unique contribution of in the ten variables viz; with willingness to accept the four movement options (lateral transfer with and without relocation, promotion with relocation, lower level positions) and to test the hypothesis, hierarchical regression was used. Career stage was entered first into the equation followed by family characteristic, job specialization, movement opportunities and development opportunities. Separate regression equations were computed for the four movement options.

3.3.1 Hierarchical regression analysis for job mobility

Table 3 shows that employees are more willing to accept the lateral transfer with relocation than without relocation. This shows that most of the employees in trail (25-30 years) and advancement career stage (31-44) are ready to relocate. Development opportunities and qualified for promotion ($\Delta R^2 = 0.06$) had the largest influence on the lateral transfer with relocation. As we expect, Income ($\beta = 0.2^*$) had influence over the lateral transfer with relocation.

Table 4 shows that promotion with relocation is significant for the willingness of the employees toward the job mobility. Job experience ($\beta = 0.04^{**}$) and job specialization ($\beta = 0.06^*$) are the crucial factors which influence the employees for the promotion with relocation and career opportunities ($\beta = 0.34^*$) play a major role to accept the promotion with relocation.

4. SUMMARY AND CONCLUSION

Employees are the important part of the organization because they make profit to the organization. But now a days most of the employees are moving from one company to another company due to lack of satisfaction and in order to fulfil their needs. Perception will vary according to the employees and their age group. Generally trail stage (25-30 years)employees move from one company to another company to gain knowledge and improve the skills in their career, whereas employees in advancement stage (31-40)change the career for the income and promotion. The employees with specialized and have experienced in their profession make them to move out of the organization to get better position in another company. Early career stage people move for the challenge, authenticity and later career stage people (above 35) move for the balance and authenticity.

The employees in early career stage had little desire to remain in current job than the employees in development and maintenance stage. The employees with more than 35 years are likely to remain in the same organization. Employee perceptions regarding the availability of movement opportunities were related to accept the lateral transfer with relocation and promotion with relocation.

In this study, factors were analyzed for the willingness to accept the job mobility by using kaleidoscope career model in marketing professional among the agribusiness sector. The company should give additional benefits(perks) other than the salary. The organization should make satisfaction toward the employees for their job. The limitation of the study is want to analyzed more number of factor and the population sample should be large.

CONSENT

As per international standard informed and written participant consent has been collected and preserved by the authors.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

REFERENCES

1. Louis M. Career transitions: Varieties and commonalities. *The Academy of Management Review*.1980;5(3):329-340.

2. Brousseau K, Driver M, Eneroth K, Larsson R. Career pandemonium: Realignment organizations and individuals. *Academy of Management Executive*.1993; 10(4):52-66.
3. Siegelman L, Lowery D. The impact of employee mobility on job orientations in the federal service. *Public Personnel Management*.1985;14:41-50.
4. Markham WT, Harlan SL, Hackett EJ. Promotion opportunity in organizations: Causes and consequences. In: Rowland, K. and Ferris;1987.
5. Sullivan SE. The changing nature of careers: A review and research agenda. *Journal of Management*.1999;25:457–484.
6. Hall DT. Protean careers of the 21st Century. *Academy of Management Executive*. 1996;10:8–16.
7. August R. Women's later life career development: Looking through the lens of the kaleidoscope career model. *Journal of Career Development*.2011;38:208–236.
8. Arthur MB, Rousseau DM. The boundaryless career as a new employment principle. In Arthur MB, Rousseau DM (Eds.), *The boundaryless career: 3-20*. New York: Oxford University Press;1996.
9. Clarke M. Plodders, pragmatists, visionaries and opportunists: Career patterns and employability. *Career Development International*.2009;14(1):8-28.
10. Hall DT. Protean careers of the 21st century. *Academy of Management Executive*.1996b;10: 8-16.
11. Bandow D, Minsky B, Voss R. Reinventing the future: Investigating career transitions from industry to academia. *Journal of Human Resource Education*.2007;1(1):23-37.
12. Hall DT, Mirvis PH. The new protean career: Psychological success and the path with a heart. In D. T. Hall (Ed.), *The career is dead—long live the career*. San Francisco: Jossey-Bass.1996;15–45.
13. Cohen L, Mallon M. The transition from organizational employment to portfolio working: Perceptions of “boundarylessness.” *Work, Employment & Society*.1999;13:329–352.
14. Mainiero LA, Sullivan SE. The opt-out revolt: How people are creating kaleidoscope careers outside of companies. *Davies-Black*, New York, NY; 2006.

15. Sherry E, Sullivan Monica L, Forret Shawn M, Carraher Lisa A. Mainiero. Using the kaleidoscope career model to examine generational differences in work attitudes; 2009.
16. Slocum JW, Cron WL. Job attitudes and performance during three career stages. Journal of Vocational Behavior, 1985;26: 126-145.

© 2020 Nandhuparkavi et al.; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:
The peer review history for this paper can be accessed here:
<http://www.sdiarticle4.com/review-history/63069>