

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Women Career Stages
on Subjective Career Success,
with Mediating role of
Kaleidoscope Career and
Moderating role of Masculinity.**

by

Sidra Wazir

A thesis submitted in partial fulfillment for the
degree of Master of Science

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This thesis is dedicated to my great father, beloved mother, my elder brothers, adorable sisters, teachers and all those friends who have supported me since the beginning of this thesis. I would particularly dedicate this thesis to my supervisor Dr. S. M. M. RAZA NAQVI for his guidance, support.



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

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SUBJECTIVE CAREER SUCCESS, WITH MEDIATING
ROLE OF KALEIDOSCOPE CAREER AND
MODERATING ROLE OF MASCULINITY.**

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Abstract

The focus of this research was to check the Impact of Women Career Stages on Subjective Career Success, with mediating role of Kaleidoscope Career and moderating role of Masculinity. Using an assorted sample 208 female employees of different educational institutions of Pakistan through questionnaire. The data was collected using convenient sampling. Women career stages are positively related to the subjective career success and provides an initiative to the female employees that they can also perform their best for the organization. Contrary to the prediction that kaleidoscope strengthens the positive relationship between women career stages and women subjective career success. In addition, the cultural dimension of masculinity also played a moderating role and strengthened the relation between women career stages and kaleidoscope career. In conclusion, this study offers significant contribution and serves to elicit comprehensive understanding of the organization to create full awareness among male and female employees emphasizing that they are both important for the successful working of the organization.

Key words: Women Career Stages (WCS), Subjective Career Success (SCS), Kaleidoscope Career (KC), Masculinity (M)

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Chapter 1

Introduction

1.1 Background of the Study

In the past when people used to talk about the kaleidoscope model or career stages success then it was not easily to hear about it or comprehend the same because few or very small work were available on the subject. Now a day's many researchers have been showing their importance toward this topic because paradigm is shifting towards new topics and kaleidoscope model is gaining importance in the organizations. Mainly, the career literature has been focused on creation of theories (Seibert, Kraimer & Liden, 2001), then creation of models (Judge, Kammeyer Mueller & Bretz, 2004), and later on the creation of career intervention programs (Solberg et al., 1998). Purpose for all of those theories, models and programs was to predict the new trends and facilitate the career progression (Heslin, 2005). In history, the career success was measured by the objective factors like pay and career growths/ promotions (Hall, 2002; Eby, Sorenson & Feldman, 2005). Arthur et al. (2005) has defined the career success, as accomplishments in a desired work-related outcome in any point of an individual's work experience over the times. At the same time, the career success includes both the subjective and objective criteria (Hughes, 1958).

As a whole, people value dynamics in the life cycle model for labor supplies, productivity, and investments, including better career option and gradually progressions in the salaries and specific skills which differ from career to career. This helps in understanding the exchange between differing professional choices and the desired level of productivity in the labor markets as well as across differing professions. Professional costs of the life cycle is determined by the association with the children, as how they interpret different skills and how they learn and earn opportunities and get to choose out of children friendly occupation. Long term effects are also analyzed to gauge the future prospects and then the short term effects are analyzed thereafter the very short time effects are taken into account so as to gauge the productivity.

Career may be defined by a researcher as the un-folding sequences and experiences in a person work life over the extended time frames (Arthur, Hall, & Lawrence, 1989). The word 'career' carries its own meaning also and show different results. The word career means that the whole life of the person what he or she has done in his whole life and at the end of this what they have attained. If male or female want to measure his or her career success then he or she has to see that among the two sides of the career where they are standing and in which phase they feel less stress. These two sides are the objective -career success and the subjective -career success, which are further detailed in following paras;

Objective career success can be described as the external perspective of an individual, which elaborates the tangible/seeable indicators like his or her family situation, profession, mobility traits, task attribute, salary, and progression in the job (Van Maanen, 1977). Basically objective career success side will refer to the external that what peoples think about you and how peoples are measuring your success in terms that what will be your occupation style and what is your family condition. The two main and important parts of objective -career success are the salary and the job progression level means that how much one is earning from ones job and at what level one is working in the organization.

Subjective career success, on the other hand, can be described as an individual's apprehensions on the internal dimensions and then the evaluation of the career,

across any of that dimensions (Van Maanen, 1977). Notably, different people have different aspirations and out of their career like the salary, security on job, work location, status in the job, experience growth and the promotion prospects and also the importance of job versus family time and vice versa. In similar frame of social background, circumstances for women, lower workers and minorities may overlap, but it will not be a just thing to assume that all members in a particular social background will have similar orientations in the subjective career (Bailyn, 1989).

Almost all the developed countries in the world have witnessed different changes yet it is a drastic fact that still women's are earning at lesser rate in comparison to the men. (Blau and Kahn, 1996). There had remained underlying culture not to present women's in the society at par with the men rather they had been considered as a non important and non working part in the society. Few researchers have shown through the evidence that women's are often un- represented in the most leading positions in the organization and they are not getting attention from the organization (Weichselbaumer and Winter-Ebmer 2005).

When we are talking about the women's career stages and women's carrier success then it means that we have to see that in which stage the women's are working and how they rate. If we are to categorize the three sides of the women's careers it may be differentiated as ; 1: early career, 2: medium and 3: late career

These three stages would discuss that in which stage the women can get success and in which stage the women's feel easy to work. If the women's are working in the early career then it means That women has just starting his working career and where she see herself after few years. Then its comes the medium stage it's the middle part of the career and then finally the end stage came in that end stage the women will feel herself helpless and also we can say that women is hopeless. So it's very important that if we see the success level of any women's then we have to see that in which stage the women are currently working.

The literature primarily converges on the point of definition for the objective criteria, as it may be observable clearly and as such can be measured and verified at ease. The Objective career successes mainly rely on the landmarks which

can easily be compared amongst different people as a benchmark for the success (Hughes, 1958; Heslin, 2005; Arthur et al., 2005; Abele & Wiese, 2008). Conversely speaking, it is more vague to define the subjective success which include the self-evaluation for the progress (Arthur et al., 2005), then the individual's apprehensions and of his or her evaluation the career (Van Maanen, 1977), thereafter the individuals' later evaluation and effectual reactions to his or her career (Greenhouse et al., 1990; Turban & Dougherty, 1994). Pertinently, the personal success (eg, personal assessment of an individual's career) has been high for many years. Drees (2009) explained that the concept of job success has different meanings for different people. Areas such as job performance (eg publications), wages, promotions, self-employment success are usually measured for self-referral criteria, such as a person's career, goals and aspirations. There remained interests on the issues generally related to the career in organization and particularly related to the stages in the career (Hall, 1976; Gould, 1978; Levinson, Dar-row, Klein, Levinson & McKee, 1978; Gould & Hawkins, 1978; Schein, 1978). Super (1957) as well as Levinson (1978) has stated that the people, regardless of their family as well as professional background and also their occupational background, go through a definite functional steps which are often characterized by different vital functions and their different psychological alterations. People need to be diligent enough to sort out their psychological issues and at the same time they have to master their work related activities during their different stages of career. Both, men and women, who are following through same set of mind and work conditions, may call all the things noteworthy /important (Stroh et al. 1992). In previous studies, often various stages of education as well as experiences have been reported as important stuff (Theirnou et al., 1994) while conversely different job levels are also been considered as important for career success (Stewart & Gudykunst, 1982).

Researchers like Gattiker and Larwood (1988); Judge (1995); and Nabi (1999) had conceptualized that the career success usually comprises both the intrinsic and extrinsic outcome and can accordingly be, measured through objective indicators and also by the subjective reactions. Intrinsic outcomes of the career

success (subjective career success) primarily depend on an individual's own appraisal about his /her success (Judge et al., 1995), whereas the extrinsic outcomes (can also be termed as objective career success) depends on the visible outcomes to an individual out of his/her job like salary, promotions, growth etc and therefore, are relatively more observable as a third person's perspective. Since, subjective career success, refers to an individual own frame of mind and his own perspective about his or her success, it cannot be taken from third person perspective and is his or her own satisfaction out of his or her career (Judge et al., 1995)

The present study also focused on the moderator roles of the masculinity concept between women career stages and the kaleidoscope career because women career stages with high masculinity relations can be more threatening for women progressions and it also shows how career pattern for both women and men shift over the times and their needs also changes gradually (Mainiero and Sullivan, 2006).

As per kaleidoscope career model, three parameters (motives) tend to put influence on career decisions of an individual, which are (i) Authenticity; (ii) Balance and (iii) Challenge. In short they are also termed as ABC.

Authenticity can be defined as the feeling of being true to one own-self. This feeling tend to give thinking to an individual to seek work which become compatible to his or her values.

Balance may be referred as a desire to integrate one both aspects of work life and non work/family life in successful manner. Ironically in current time, Many individuals are more work centric and less family centric with notion of better to work for a living rather than better to live for a work.

Challenge may be described as an individuals' capacity and aspirations for career advancements and for which taking challenges. It's a feeling to have self-worth forwarding through impeding milestones.

These three career motives are like glass chips in kaleidoscope, through they are always available in a work environment, yet differing life situations may cause one or two of these parameters having main focus at a particular given time. Likewise

if the glass chip of a kaleidoscope moves to have fresh patterns, the career patterns also move and evolve as per changing patterns of the life.

1.2 Gap of the Study

The association between women career stages and women subjective career has already been tested earlier Fuhui 2016 which shows that women career stages is positively and significantly effects women subjective career. However, the mechanism through which women career stage effects women subjective career has rarely been tested earlier in this domain.

Kaleidoscope career is one of the potential variables that may mediate between these associations Suvillion 2009. The previous study was done by suvillion in 2009 and they have done study by using kaleidoscope career to examine the different generational differences at work place. They have also proposed that the kaleidoscope career plays an important role but they have also suggested that future researcher need to identify that which career stage would be affecting the overall working life of the in visual while working in the organization and so thats why we have taken the career stages as a variable just to identify that at which the subjective career success of the individual is measured and therefore the study is conducted in Pakistan and a great number of males are working as compared to female so thats why we have taken masculinity as moderator.

1.3 Problem Statements

Management researchers have studied the different aspects of organizational working and few new elements related to the working in the organizations. Few studies have also been conducted on the kaleidoscope and the researchers are showing the generational gaps. In this study, a new element has been entered that is career stages means that in this we are going to check that at which level the women is feeling satisfied and also in this study organization are needed to provide the

proper platform for the women so that they can also utilize their skills and capabilities and work for the betterment of the organization.

If we are not giving proper platform to the female to share their views then they cannot lead toward the success. For this generate encouragement of female giving those equal opportunities can play a very important role in career success of female. The finding of the researchers unfolding some aspects of the women career stages as well as career success, may fail to find a linked framework which may answer most of the questions related to the career success it all happens due to which that the women career stages is less discussed in country like Pakistan.

1.4 Research Questions

Basing on the problem statement, current study plans to get answer on the following questions:

Question 1: To what extent a relationship exists between women career stages and women subjective career success?

Question 2: How kaleidoscope career mediates relationship between women career stages and women subjective career success?

Question 3: To what extent Masculinity moderates the relationship of between women career stages and kaleidoscope career?

1.5 Research Objectives;

Following are the objectives of current study:

- To study the relationship between women career stages and subjective career success.
- To find out the mediation relationship of Kaleidoscope career between women career stages and the subjective career success.

- To explore moderating relationship of Masculinity between women career stages and subjective career success.

1.6 Significance of the study

This study is likely to be helpful for practitioners to seek out different facets of women career stages in the context of Pakistani environment and particular to the public sector, as the study it tends in developing and testing an integrated model. This study also endeavors to ascertain impact of the women's professional stages on personal professional success of working women in public sector organizations. The mediating role of Kaleidoscope career is also used in this study because in previous studies this variable is used as in collecting data through interviews and this in this study we have collected data by using the questionnaire of kaleidoscope and moderating role of masculinity adds significance and gives new dimension to the existing literature theoretically and practically.

Every country has different culture from other countries where people react different in different situations, in Pakistan where females are emotionally attached with their work and their sensitivity is different from men on time to time which are also strongly influence by the organization and every men react differently and its influence level is also different according to situation. As it is mentioned already that comparatively less work is done on this relationship specially most work is done in western culture.

1.7 Supporting theory

There are different theories presented previously which cover our study, such as Social exchange theory and Leader Member exchange theory, these two theories are not directly relates to our study, As per Super (1957), there may be three stages in an individuals professional career (from age 25 to 65) which are establishment, maintenance and exploration. Levinson (1978) has identified four different life areas, which are childhood (from 0 to 20 years age), then is early adulthood (from

20 to 40 years age), then comes middle adulthood (from 40 to 60 years age), and at end is the late adulthood (which is over 60 years of age).

In these corporate organizations there are different stages of life cycle and the women can go through different stages so that they can achieve their success level. When the woman starts working in the organization she goes through different stages such as first working stage that is known as pre stage then after some time when she worked for some time she moved toward the other stage and after some time she moved toward the next stage. The main advantage of this movement through different stages the woman can get exposure and also a proper platform on which they can easily show their skills and capabilities and work for the betterment of the organization.

Same as when women start working in the organization every woman or person has its own ABC model but it differs regarding person to person. In some woman's life this model will be working as ABC and in some people especially woman's that model will work in its reverse order such as CBA. So ABC means authenticity stands for balance and c for challenge. The working environment for every woman will be either works same or in other it might be different. In some woman's career at start it would be authentic and they move toward the next level and achieve another milestone that is balance so that they are feeling themselves as balance in the organization and after that they would take their job as challenging.

Whereas age is considered as most common indicator in professional stages, the organizations development model also uses tenure as indicator for professional stages. Modai (1982) provided conceptual framework which proposes three different stages in development of the commitment in organization i.e. (i) pre-entry phase that addresses impact of job-choice on the commitment; (ii) early employment phase that considers the commitment on the job choice and the (iii) later employment stage that considers the commitment more on other things. Richers (1986) suggested slight differing model that exclude pre-operational phase, focusing on the three stages for the development i.e. early, intermediate and the later stages. These categories do correspond in parts to stages of construction, explorations and the maintenance of theory by Super (1957).

1.8 Definitions of the Key Variables

1.8.1 Career stages

Three stages can be described as triggering factors in developing the organizations commitment level; which are (i) pre entry stage that deals with job choices' influence on the commitment (ii) early job employment stage, which deals with the commitments more than the job choice (iii) the middle stage and the late stage in the career.

1.8.2 Subjective Career Success

Subjective career stage can be described as the an individuals' apprehensions (internal) and then evaluation of the individuals career, which would be across the board for dimension which are important for the individual in his or her career (Van Maanen, 1977).

1.8.3 Kaleidoscope Career

The "Kaleidoscope Career" creates a mechanism where an individual specify his own terms and conditions considering his values, choices of life, the parameters whereupon he intend to work, these terms are not defined by the organization rather by him or herself. As the individual gradually upgrades in the life or his/her career, his or her career patterns also change and adjust according to these changes, and these are not define or changes or dictated by the organization. In this manner, people adjust and modify (kaleidoscope) their career patterns by rotation of different life aspects and relationship roles.

1.8.4 Masculinity

The term masculinity can be defined as the tendencies or qualities which are appropriate or associated with a man gender. As per Merriam-Webster, masculine

norms dictate behavior and define the society belief and values related to a man (Mahalik et al., 2003).

Chapter 2

Literature Review

2.1 Problems of Workplace

There are many problems at the work place and the employees have to face these daily or day to day routine problems in their whole day in the organization. The problems that are faced by the employees working in the organization are politics, career hinders that can create hurdles in the way of success. The thing the employees need to cope is that they have to remain calm in the organization and give their best to the organization and then the top management or the higher authorities will decide that what those employees can get in response if he or she is calm and face difficult situation successfully.

There are other problems also when we are dealing with the cultural values such as the employees feel difficult to work if the culture is highly male oriented .That was also the main focus of our research That when the employees are working in the male oriented societies then what are the most important variables That can create the hurdles in the career success of the women. Now a days the organization that are male oriented they are not giving any importance to female or even they are not representing the females properly (Weichselbaumer and Winter-Ebmer 2005). That thing means that if we are not representing our female properly in the organization regardless of what type of benefits she is giving top the organization or not that thing hurts it. So we have to develop that culture in the female can also

groom themselves and they are also being considered as the main and important part of the society

2.1.1 Women Career Stages

While discussing about the women's career stage first of all we have to know about the basic definition of career that what does this word career means. Different researchers have defined this differently so the basic definition of this word career is That it's an overall and lifelong process of ongoing activities and it's also involve the two sides That are objective career and subjective career (Hall, 2002). A career stage of women is also related to the career development so we have to know that what the meaning of career development is. Career development can be defined by a researcher name (Greenhaus et al., 2000) as it's a series of different parts and stages of human life that should be characterized by different themes, tasks and contents.

Women career stages are different and they also differ due to the passage of time. When we basically start talking about the women career stage we come again to the side of stages that are earlier, medium and late career. The career stage also varies that what is the percentage of success and the also the satisfaction rate. There are few women's that are working in the organization and they have started their career in earlier stage few are in mid stage and some are in late stage.

Professional stage of women's consists of different thing or we can say that the women career has different facets. There are different assumptions and different views behind this task and also the different sayings of the researchers. The basic theme or the main assumption behind the women's career is that career model or career stages are a series of actions and activities that are predictable in nature and they are also occurring at the predictable time. When we say that all the things that are occurring in a predictable time so its means That There is nothing unusual or not anything occurring without any reason everything is occurring on the specific time.

Recent studies have also investigated that what will be overall impact of the women career stages on their entire life. Different studies have also shown that the balance of life and work by the women also relates to the success of the women's in the organization (Gutted et al., 1991). If they can easily create balance, then they can be successful and vice versa. Another important thing is that what the impact of the women's family structure is on the women's career stages (Lobel, 1991; Friedman & Greenhaus, 2000; Kirchmeyer, 2002; Hewlett, 2002).

There will be a psychological frame in the women career and this psychological frame consists of different parts such as the choice of the career and the orientation of the carrier (Betz and Fitzgerald, 1987), then it consists of different roles of the life or multiples roles as well as the psychological goodness and well-being (Ruderman et al., 2002). The psychological framework is also the main element in the self efficacy of a woman career (Hackett & Betz, 1981). Psychological frame also consist of different parts which consist of the paths through which the women can start the career (Lepine, 1992; Lyness & Thompson, 2000), the most important is the environment in which the women are working and what is the influence of external environment on their careers (Astin, 1984; Ragins et al., 1998)

2.1.2 Subjective Career Success

In the past, there have been detailed researches on the topic that what the subjective career success is. While starting explaining the subjective career success we have to know that what is the basic definition defined by the researchers. A subjective career stage can be defined as an individual's apprehensions internally and then the evaluation of the career patterns, on the dimensions which are having importance to individual (Van Maanen, 1977). Subjective career success basically deals with the things or elements that subjective in nature for example income, location of work, status and etc. Within the contemporary setting of work and the working conditions in the organization both the objective and subjective career is related to success of employee and it deals with the outcomes of an individual's career experience (Arthur et al., 2005). Career success can be defined as accomplishments in a desired level of work-related effects at any point in a person's work

experiences over time” (Arthur et al., 2005). In the beginning, the researcher were primarily doing research on the career, had mainly focused on the objective career side and the elements that were including in personal attainment and the organizational position at which the employee is working in the organization (Bozionelos, 2004; Arthur et al., 2005). In boundary less careers, the main focus on the subjective careers and the subjective career is basically the important side such as on subjective career success and not on the objective side (Hall, 2002). The subjective career success basically deals with the feeling of satisfaction and accomplishment of the goals while working in the organization (Seibert, Crant, & Kraimer, 1999). It can also be termed that the career success is positively linked psychological or work linked achievement which can be accumulated in an individual through work related experience (Seibert, Crant, & Kraimer, 1999). The bjective career success deals with salary, position in the organization etc but as compared to objective success its means That the employee will measure himself with hi coworker or peer in the meaning of work That how he or she is working and how his peer is working and indirectly the employee is measuring his or her career (Judge, Cable, Boudreau, & Bretz, 1995; Dries, Pepermans, & Carlier, 2008; Heslin, 2003, 2005; Ngetal.,2005; Dette et al., 2004; Nicholson&DeWaal-Andrews,2005; Abele & Wiese, 2008; Arnold & Cohen, 2008).

Career success is basically the basic distinction between two concepts such as the subjective career success and objective career success. When we just talk about subjective career success is measured in different terms such as career satisfaction and job satisfaction and also the comparative judgments. (Arnold & Cohen, 2008). We are talking about the career difference just to clear the basic difference between these two thoughts so That one can easily judge or make difference (Arthur, Khapova, & Wilderom, 2005; Heslin, 2005). The parameters are also different for these two types such as subjective career success and objective career success on the researcher name (Ng et al. 2005) had maintained that the individuals argue more towards the subjective side of the career success.

There are also some other factors that are including in this subjective career success side and the important facet or part of subjective career success is self

efficacy related to pay. When we say that self efficacy is correlated with the pay we are saying on the bases of research conducted by Day and Allen (2004) they reported the correlation between the self efficacy and pay of municipal employees. similarly another research is conducted on Korean employees That what they think and the results are positive means That the self efficacy and the pay is correlated as reported by (Valcour & Ladge, (2008). Kim, Mone, and Kim 2008) another researcher (Lubbers, Loughlin, and Zweig (2005) reported That There is no correlation between self efficacy and pay.

2.1.3 Kaleidoscope Career

Research namely Mainiero and Sullivan (2005, 2006) had developed the kaleidoscope career model and they have suggested that the kaleidoscope tend to produce transforming pattern on rotation of the tube and later on the glass chips get new arrangement and likewise women change pattern of their career through various aspects of life and getting new roles and relationships. (Mainiero & Sullivan, 2005). When we start reading or pondering on this definition of kaleidoscope we came to know about the concept that is being used in this definition is that when the tube is rotated or moved into another dimension its chips also move into that opposite direction and making new arrangements. Women's also arrange themselves and shifts the pattern of their life according to this so That they can make a new picture of their working.

Basically the kaleidoscope career model based on three parameters and these parameters are important part of women's life regarding her job. These three parameters are authenticity, balance and challenge. These three parameters are present in every women's life and its depend upon the life situation of the women That at what part of life she is spending and which life pattern is needed so that she can rotate herself according to that. Now what these three parameters means that first if we talk about authenticity its means that whatever you are doing and whatever you are performing either it's working or non working issue you have to be authentic and true to oneself. Balance means that you have to be make decisions that will not affect anything or any part of the others life or any other

work or non work related task it's been shown from your balance decision making that will end at making coherent whole challenge means That the women have to perform task that are really challenging in nature and through which the women's should learn new things and new experiences.

When we see the proper working of this model or if we want to see the proper working of this model then we have to clearly note the movements of women's life according to this model. When we discuss these three facets or three pillars of this model we clearly see that if one part moves so That the other parts also move with that .when the women starts working its starts making decisions and start making connections so That she can work better. (Gilligan, 1978; Gallos, 1989; Fletcher, 1999; Maier, 1999). When the women's start making connection while doing job this can also make Their life more stressful same study was being conducted on the Spanish workers That when Their will be high responsibility of family then career of a women will be affected from this as compared to men (Konrad, Yang, Goldberg, & Sullivan, 2005). As compared to men women's take those type of job more in which they have to take their office and work with them but those job cannot give them more advancements in their job (Konrad, Ritchie, Liebe, & Corrigall, 2000).

Kaleidoscope career model also describe the stages of women career means early or late .is some researchers have also note the career development of old workers That are working long for the company. (Schalk, 2004) reported that old workers are more loyal and they work for hours for their organization and they always give quality works to their organization. The case is same means that the women's that are working in their late career are performing more as compared to those women's that are working in their early stages. There are also the dual benefits for maintain high level of employments in the organization (Greller & Stroh, 2004).

2.1.4 Masculinity

When we start talking about this term masculinity we suddenly recalls that we are all talking about man. There are few terms that are being use for masculinity

these terms are reported as dominance, power, and control, independent, athletic and tough these are few names that are being associated with masculinity. But it's not all when we heard this word we have to know that what the actual meaning of this word is so the term masculinity has been defined by different researchers.

The term masculinity can be described as to have the qualities which are normally attributed to the men. The Merriam-Webster also defines the masculinity dictated by the man behavior and the society's norms values and beliefs of a man (Mahalik et al., 2003). There are different people' living in the society that like or dislikes these masculinity but the masculine ideal varies extensively between racial and ethnic groups, region and age. The regions that are masculine have differing ideas that varies with time to time and these ideas mostly varies on the bases of races or ethics. There are different researches who had suggested that masculinity is significantly related to the hostility as mention by Hayes & Mahalik (2000), and also associated with different outcomes of interpersonal things, which are also related to interpersonal sexual violence (O Neil, 2008).

When the male is in stress he cannot pay his full attention to the works and he suddenly start carrying violence at work place and he can act in an different manner and different stories are then related to the different stories that are making those conflicting stories including the gender contexts in the society (Franchina et al. 2001; Moore & Stuart 2004).

2.2 Women Career stages and Subjective Career success

Career can be defined as an evolutionary sequence in an individual experience at work place and over the times (Arthur et al. 1989). Accumulating the real or perceived achievements arise of the experiences at works and also termed as subjective career success (Judge et al., 1999). The need to look for professional stages for women from diverse sources may be of particular importance to professionals who,

in order to succeed; need to demonstrate loyalty to both their working organizations and their professions (Gouldner, 1957; Raelin, 1985). At the early stage of women are more willing to spend their whole time in work to gain subjective career success (Hansson, DeKoekkoek, Neece & Patterson, 1997). In the midcareer stage, when women's are in there late 30s and mid-40s the level of expectation for the organization and individual also changes. (Crego, de la Hera, & Martinez-Inigo, 2008).

Organizations are putting more pressure on the women's to participate in those activities that are directly giving the benefit to the organization instead of the individuals (Raelin, 1985). It remained a diverging factor that most of times; decision making slots are given to women at very nominal ratio, and those even at later stages. It remains an important factor that women tend to get retirement due to family care and family health responsibilities. (Zimmermann, Mitchell, Wester and Gutman, 2000). Further to this, the single career opportunity till time of retirement may create more opportunity at the time of retirement, which makes up the minds of the women to make decision how and when they will take decisions for retirement and till time they are retired, more opportunities may be created which effect their career success decision directly or in directly (August & Quintero, 2001).

Now a day's there is much literature available that shows that great relationship occurs between a persons' job fit and the career success. Subjective career success is also considered as a central and most important part self-employment success is considered as the most important part of development in a successful career (Arthur, Khapova, & Wilderom, 2005).

There are different indicators for everything as there are two main indicators for subjective career success which are identified by the researchers. Wille, De Fruyt, & Feys (2013) had emphasized on two indicator for subjective career success, which are work and home interactions (Kinnunen, Rantanen, Mauno, & Peeters, 2014) and then employability (Eby, Butts, & Lockwood, 2003; Van der Heijde & Van der Heijden, 2006). When we talk about employability it means that it's a contemporary success as it become more important and has main focus on the

scientific discussion of giving the need to the employees and also how to manage the work and their success rate (Van deer Heijde and Van deer Heij den, 2006).

Of late, different researchers had identified few things and they are being noted as the main important part of career success is employability. This employability is also related to That thinking or a situation in which a person can easily find his or her job is considered to be more enthusiastic and even they are better able to cooperate with today's changing work environment and also in changing labor markets (De Cuy per, Sulea, Phili-ppaers, Fischmann, Iliescu, & De Witte, 2014; Van hercke, De Cuy per, Peeters, & De Witte, 2014). When we study the recent researches we see that currently employability is also considered having two more indicators which are well-being of the employee (De Cuy per, Raeder, Van deer Heijden, & Wittekind, 2012) and the employees performance (De Cuy per et al., 2014), but the main and final findings about this variable, are however, not yet been finalized (Forrier, Ver bruggen, & De Cuy per, 2015).

Women's career stages and the success stories are of great importance. Subjective career success is basically the basic distinction between two concepts such as the subjective career success and the objective career success. When we just talk about subjective career success is measured in different terms such as career satisfaction and job satisfaction and also the comparative judgments. (Arnold & Cohen, 2008). We are talking about the career difference just to clear the basic difference between these two thoughts so That one can easily judge or make difference (Arthur, Khapova, & Wilderom, 2005; Heslin, 2005). The parameters are also different for these two types such as subjective career success as well as objective career success on researcher name. Ng et al. (2005) had stated that the individual's concentrates more towards the subjective career success and the individual are showing more importance toward subjective career success factors.

Subjective career success and women's career stages are interconnected with each other. Those women's who are working at the earlier stage of his or her life can work more actively as compared to the women who are working at the lat career stage. The word career success is the evaluative concept means that the employee can evaluate his or her success that if the women's is working in the earlier stage

(Judge et al., 1999). She can evaluate That how I have achieved That goal and if the women's who is not performing great then she has to evaluate That what will be the end result of That and she has to see That what will be the effect on overall career success of women's. Modern careers are being characterized as most uncertain in this changing work environment because every time the working environment is changing so quickly that no one can even evaluate his or her job. This lead to the newer relationship between the employees (Park, 2010).

H1: The women career stages are significantly and positively associated with women subjective career success.

2.3 Mediating Role of Kaleidoscope career between Women Career stages and women career success:

When we are talking about the women's career stages and women's carrier success then it means that we have to see that in which stage the women's are working and how they rate. If we are state these three sides of the women's careers it's been noted as 1: early career; 2: medium and 3: late career

These three stages would discuss that in which stage the women's can get the success and in which stage the women's feel easy to work. If the women's are working in the early career then it means That women has just starting his working career and where she see herself after few years. Then its comes the medium stage it's the middle part of the career and then finally the end stage came in That end stage the women will feel herself helpless and also we can say That women is hopeless. So it's very important that if we see the success level of any women's then we have to see that in which stage the women are currently working.

Once decisions are made, they affect outcomes of patterns of the Kaleidoscope Career. This is major message, (Mainiero and Sullivan 2009) go further with their model; they develop the framework to incorporate three dimensions of ABC,

which are Authenticity, Balance, and the Challenge. According to said model, individuals strive for challenging work that permits career stages advancement and enhances self-worth. They also have a need for balance their career stages in terms of work, relationships, and personal concerns. Additionally, individuals who focused on their personal quest for authenticity describe it being genuineness and allowing for the personal behavior and also work behavior being congruent to the personal values (Mainiero and Sullivan 2005).

Women's career includes two things that we can name as opt in and opt out. First we have to see that what is the meaning of this word opting in is. Few researches identified that women's are basically motivated for opting out from their complex careers. The career of working women's includes the elder care and child care demands and there are also many other problems in the whole career of women. The problems that are being faced by the women is discrimination, sexual harassment, and also the inequalities in the y pay scale and other benefits all these things can affect the women career (Powell, 1999; Powell & Graves, 2003) there are examples of those women's that leave Their organization due to some reasons and among these reasons few are as follows such as low pay, no chance of getting advancements and few are getting bore for Their job another important reason for quitting the job is That the organization is demanding the extra working hours (Mainiero & Sullivan, 2005).

In recent times, women start leaving their job and they are becoming entrepreneurs just to make their life easy and in this way they can make fell their organizations that they are not treating them in a balanced way (Buttner & Moore, 1997; Moore, 2002), which links with the kaleidoscope in a manner, as it also produce the changing pattern on the fact that the tube rotates and the glass-chip also come for new array. Likewise, the women may shift patterns of the career and tend to live in new relationship trends by adopting new family ways (Mainiero & Sullivan, 2005). Considering working of the kaleidoscope That show That if one part of the working change it will affect the other and there is also a great amount of literature available That shows That how few omens act relationally means That few women's have Their main focus on making connections and network and on the

other hand few women's are busy in decision making process in the organization (Fletcher, 1999; Gallos, 1989; Gilligan, 1978).

Transformation is nature of work and the dynamics of work and women's career stages are changing very fast and so that the overall working environment in 20th century the major changes are being made and new models are being introduced such as boundary less kaleidoscope (Arthur, 1994). When we talk about the position or the rank of the women's in the organization we came to know and we see in our daily life that rank of the women is not that much high as compared to men. Higher organizations are the one, which tend to be developing talent and encourages maximum women participation in the organization (Schwartz, 1992; Hewlett & Luce, 2005). Current literature also focuses on the fact that the main thing that will be a big difference between males and females in the organization and the general progress also varies from men and women all this occurs only because of developing difference between both men and women (Gallos, 1989; Bateson, 1990), considering both the society and organizations factors (Betz and Fitzgerald, 1987; Betz, 1993; Ragins et al., 1998; Fagenson Eland and Baugh, 2000).

The working pattern or pattern of life spending for males and females is different, both of which have significant differences. (O'Neill and Belimuria 2005) show that the professional responsibilities of women and the responsibilities of life decline flow as per the concerns of life-cycle. Further, the factors need to be taken into account in organizations model for the career life of successful people and also the labor concerns. Minero and Sullivan (2005) had found the fact that comparatively, occupations of women were more connected to nature than those of men. They noted that "professional decision may usually become parts of more complex network interrelated with the people, their aspects and issues, which need to be linked with each other for a well connect packages for women and in their studies".

Kaleidoscope profession authors have suggested that the women tend to evaluation the options of their career and then considering the relationship and opportunity, they view the best option available and authors also suggested that originality,

balance and challenge would rotate keeping in view the time and profession of the women. Women have placed their work on their first priority, and if women place their work on top priority, they do not mean that they reflect the exact and equal image of their contemporary mode of work (Mavin, 2001; Mc Donald et al., 2005; Pringle & Dixon, 2003). Hewlett (2002) have suggested that most of the women's are giving sacrifices on their families and on their children's just due to the notion or showing they are high achievers. The women's who are compensating Their happiness on the behalf of Their work are not even spending a happy life and they have tensions in Their life's just due That they are not giving time to Their families and Their children's . So it's a great debate of women's career stages.

(Mainiero and Sullivan 2009) they develop the framework to Integrate three dimensions of originality, balance, and challenge. The kaleidoscope career reminds us that there is no single way to achieve subjective career success (Malhotra, Manjari 2016). The kaleidoscope model also indicates that how the women may keep their life facts and then take out the best possible options linking with their career and put good career progressions (Beutell and Wittig-Berman, 2008). Particularly, kaleidoscope model also take the career of women as an understanding tool, how they co-relate between their work and personal life in order to follow best practices (Westerman and Yamamura, 2007). Such as kaleidoscope, the women tend to see the changing pattern of their personal life and adjust the same pattern for their professional /work life (Sullivan et al., 2007). Patson (1990) suggests that the advancements of women and men different largely due to the difference between their development phases while others suggests that the advancement are primarily due to their factors of society and cultural values (Bates, 1993; Pitz and Fitzgerald, 1987; , 2000; Rajinis et al., 1998).

Women's are shifting their careers when they fell that they are not working or performing well. Women's have their successful career when they are allowed to be fit in that work in which they fell easy and they think that they can perform better. (Plantenga, 1997; Visser, 2002) reported that many countries in the world are there in which men and women work on a part-time basis and they can earn better. In Netherland there is highest rate of par- time workers including men and

women particularly the parents just to integrate their daily life needs. Par-time work is considered as legal activity in the Netherland and many people are doing this just to make sure and fulfill their needs (Plantenga and Remery, 2005). In Netherland more than 60 percent of females are working averagely twenty four hours a week (OECD, 2007). Consequence of women's career those are working par- time also has greatly affect the family life of those women's as first child arrive (Sools et al., 2007). While apart from all these the par time worker women's also facing work family conflict defiantly because if they also start working par time then who will take care of her family and this point of work family conflict has also need to be taken under consideration by the working women career (Roma n, 2006).

Women's success is also being measured or noted by another variable that is known as ambition. The ambitious women's are getting more and they work hard in the organization and they are actively engaging in workforce participation (Fels, 2004). At the same very few studies are available which can discuss antecedents and the overall results from the ambitious hard working (Ng et al., 2005). Other elements also constitute the importance of this or we can say that there are few other parts that are included in this these variables are career motivation, career orientation, career aspiration and needs for the achievements (Mc Clelland and Boyatzis, 1982; Miner, 1993; London, 1993; Schein, 2006).

The parts of women's career stages are also discussed here That are career advancements career orientation and career motivation are very important for the women's career either she is working in the early career mid career or late career. The motivation is very important for the women to work positively and the person either male or female if her or she has motivation to do something or if he or she is intrinsically motivates then he or she can perform better. The other variables That is career advancement is also important That for a working women advancements is also very important because a women's can't spend all working career at one stage she need to excel in the world so she need a career advancement so That she can better work and perform better.

H2: Kaleidoscope career mediates the association between women career stages and women subjective career success.

2.4 Moderating Role of Masculinity between Women Career Stages and kaleidoscope career

Like other relationship women career stages and subjective career success generally have directly and indirectly relationship (van Veldhoven & Dorenbosch, 2008). Masculinity can be described as the mean for validating the role of the men in the society. The term is broadly used to put emphasis on the strong sex feelings at the same time; it impedes positive roles by the women, role both at social and mental levels, which also emphasize the psychological health of the individuals. (Helgeson & Lepore, 2004). The kaleidoscope career reminds us that there is no single way to achieve subjective career success (Malhotra, Manjari 2016). The kaleidoscope model also indicates that how the women may keep their life facts and then take out the best possible options linking with their career and put good career progressions (Beutell and Wittig-Berman, 2008). Particularly, kaleidoscope model also take the career of women as an understanding tool, how they co-relate between their work and personal life in order to follow best practices (Westerman and Yamamura, 2007).

On the other hand, when men who try to adhere with the traditional view of masculinity, they at the same time validate their thinking levels which derive their psychological strength from their sexual capacity not by their skills (Hatzichristou et al., 2005; Steidle, Pace, Stecher, & Tseng, 2006). Women's success is also being measured or noted by another variable that is known as ambition. The ambitious women's are getting more and they work hard in the organization and they are actively engaging in workforce participation (Fels, 2004).

Ironically, men define different works and link it to their physical appearance, for example construction works and they tend to dominate women in these fields (A, M ,Billimoria 2008). The directions for the research activities about different

careers by the women give a view that the women may not only strive hard in the contemporary live at par with the men but also can excel and fresh avenues need to be provided for women, which will show how much career success they can gain (Larwood & Gutek, 1987; Gellus, 1989; Neil and Belimoria, 2005). The career phases of women may not differ significantly from men, and are much more complex because of the reason that certain barriers have been imposed by the social context of gender (Fitzgerald, 1980; Bates & Fitzgerald, 1987;), which requires a focus on research on women. When we talk about the masculine societies or the masculine culture we suddenly recalls that it's belong to those societies in which the males are in dominant position and they are known as good. There is also the masculine ideologist exist that is known as a common collection of the standards and they are traditionally connected to male roles (Pleck, 1995).

Avoidance of health care and aversion to help in the search for harmful behaviors to physical and emotional well being. Studies indicate that men are less likely to seek (Mahalik et al., 2003), indicating the effect of "move" Related to avoiding mental health care. Drafting like "man up" counseling is used when have trouble reminding men that their manhood is in constant danger this situation should be managed. The males that are continuously work and they can't care for themselves then the males are going to face serious health problems. There are different factors That can contribute to the health problems or they can also adopt some health damaging behaviors such as smoking, stress and depression etc so they have to take some health related good things such as exercise and dieting so That they can work properly and in a good manner (Williams, 2003). Gender and the complex system are both related to male health and if the male are not giving importance to their health then they can face serious issues in their life and at the work place (Evans, 2011).

To understand the history of masculinity and the man hood is divided in three parts or we can say that the masculinity is divided in three phases. These phases have their names such as communal manhood, self-made manhood and passionate manhood (Rotundo, 1993). The parts of women's career stages are also discussed here That are career advancements career orientation and career motivation are

very important for the women's career either she is working in the early career mid career or late career . Both faces of working life styles and the career stages of women's are inter linked and there is some sort of differential exists just because of the different working life styles of men and women's. In the masculine culture the working of male and women's are different because of the dominance factor.

Masculinity is considered as a serious factor for damaging the men health or it is considered as the head of all issues and problems. There has been a research conducted on the males and on male teachers and the results reveal that the male have more jobs as compared to women's (Jones, 2007) and the basic reason behind this. That the male are dominant and they are in very large number in every organization there are more males working in the organization because women are not considered as much active as compared to men and they are being so hard worker as compared to male.

H3: Masculinity moderates the association between women career stages and kaleidoscope career such that if the masculinity is high then this association is more pronounced.

2.5 Identification of Variables / Keywords

Identification of different variables is:

- 1: Women Career Stages (WCS)
- 2: Subjective Career Success (SCS)
- 3: Kaleidoscope Career (KC)
- 4: Masculinity (M)

2.6 Research Model

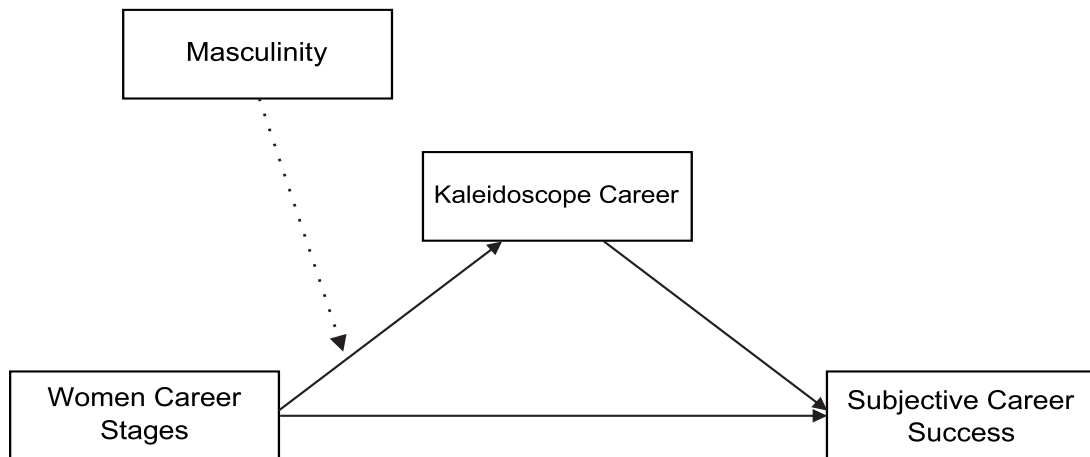


FIGURE 2.1: Research Model

2.7 Research Hypotheses

- H1** The women career stages are significantly and positively associated with women subjective career success.
- H2** Kaleidoscope career mediates the association between women career stages and women subjective career success.
- H3** Masculinity moderates the association between women career stages and kaleidoscope career such that if the masculinity is high then this association is more pronounced.

Chapter 3

Research Methodology

Chapter 3 of this study elaborates methodological framework adopted to conduct this research study. Methodology is composed of research design, population, sample, instrumentation, data analysis procedure and statistical tools used for the analyzing the hypothesis.

3.1 Research Design

Research design can be defined as basic strategy to test the theory (Rubin, 1987). The major objective is to plan and structure the research study in a way that increases its validity (Marais, & Pienaar-Marais, 2016). It is a comprehensive process for managing the research process and its relevant aspects.

3.1.1 Nature of Study

The study was causal In nature, targeted to gauge impacts of women career stages on the subjective career success through mechanism of kaleidoscope career in presence of moderating role of masculinity between women career stages on kaleidoscope career.

3.1.2 Study Setting

This was a field study as the questionnaires were got filled by the employees of different educational institutions located in Rawalpindi, Islamabad during working hours in their natural work environment and settings.

3.1.3 Time Horizon

The data has been collected within four months (September, 2017 to December, 2017). The data is being collected in one time so there the study is cross sectional.

3.1.4 Unit of Analysis

In empirical research an important part is entity which is being analyzed called unit of analysis. Each member in an organization is called unit and one element of the population is called the units of analysis. Selection of the units for analysis relies upon the span, purpose and nature of research. The unit of analysis can be an individual, groups, organizations or cultures. In Micro level research, the unit of analysis is individuals and at broader level it focuses on groups. The Macro level research is based on social structure, social procedures and their interconnections and the focus is on organization. The meso level research is the combination of individuals and structure. It is difficult to get data from organizations, so individual female employees who were working in different educational institutions were the unit of analysis in this study.

3.2 Purpose of the Study

Rationale for the current research study was made to test proposed model. This research study explains the association between the independent and dependant variables of proposed research model as to examine whether the association is positively or negatively linked or no association exists in them. More specifically, the study examined the mediating role of kaleidoscope career between the association

of women career stages and women subjective career success. This research also examined the moderating role of masculinity between the association of women career stages and kaleidoscope career in different educational institutions of Pakistan.

3.3 Populations and Sample

A population of research is characterized as the group of individuals or items that possesses characteristics of similar nature (Mrseburg et al., 2016). Populations of current study were female employees, who were working in various educational institutions situated in the twin cities of Islamabad, Rawalpindi. 310 respondents were contacted and requested to complete the questionnaires. 247 respondents out of 310 returned the questionnaires. Out of 247 questionnaires 39 were excluded due to extensive missing data and the remaining 208 questionnaires were included in the analysis. The rate of response was 67%.

3.4 Sampling Technique

The technique for data collection employed in this study was survey method. This technique is simple and it helps to collect data from number of respondents at the same time as compared to other methods. This method was used in a manner to generalize results on the whole population. In current study, certain particular techniques had been chosen because of paucity of time and resource constraint.

3.5 Instrumentation

Close ended, structured questionnaires were used for data collection. The scales were five points on the Likert scales (1= meant Strongly Disagree, while 5= meant Strongly Agree).

3.5.1 Women Career Stages

The scale developed by (Creed and Patton, 2004) to measure the women career stages was used in the study. This scale contains 23 items in total. The cronbach alpha value of the scale was taken at .91. Examples of items are “I usually go to careers teachers, career advisors, and school counselors for information or help in making my plans for work and further education”.

3.5.2 Masculinity

Masculinity was assessed from female employees by using 5-items masculinity scale developed by Dorfman, P. W., & Howell, J. P. (1988). The cronbach’s alpha value was .86. Examples of the items are “It is preferable to have a man in a high level position rather than a woman.” and “Meetings are usually run more effectively when they are chaired by a man.”

3.5.3 Kaleidoscope Career

The scale developed by (Sherry E. Sullivan Monica L. Forret Shawn M. Carraher Lisa A. Mainiero, (2009). to measure the kaleidoscope career was used in the study. This scale contains 15 items in total. The cronbach’s alpha value of the scale was .77. Examples of the items are “I hunger for greater spiritual growth in my life”, and “I constantly arrange my work around my family needs”.

3.5.4 Subjective Career Success

Subjective career success scale was measured by 24 items scale developed by (Shockley, K. M., Ureksoy, H., Rodopman, O. B., Poteat, L. F., & Dullaghan, T. R. (2016). The cronbach’s alpha value was .73. Example of the items is “The organizations I worked for have recognized me as a good performer” and “I am proud of the quality of the work I have produced.”

3.6 Data Collection procedure

The procedure for data collection employed in this study was survey method. This technique is simple and it helps to collect data from number of respondents at the same time as compared to other methods. In research studies, in order to generalize the result on whole population, this method was used in most of the research studies. Due to limited time and resource constraints this particular method was chosen. This study collects data from 208 female employees of different educational institutions in three cities of Pakistan through questionnaire.

3.7 Data Analysis Techniques and Tools

Software's were used for data analysis. Amos was used for confirmatory factor analysis (CFA) while SPSS was used for reliability, descriptive, correlation and regression analysis. Hayes (2012) process method was used for mediation, moderation and regression analysis.

3.8 Sample Characteristics

3.8.1 Respondents' demographic characteristics

TABLE 3.1: Respondents' demographic characteristics

	Frequency.	Percent.	Valid Percent.	Cumulative Percent.
18-25	15	7.20	7.20	7.20
26-33	82	39.4	39.4	46.6
34-41	69	33.2	33.2	79.8
42-49	32	15.4	15.4	95.2
50 and above	10	4.80	4.80	100.0
Total.	208.	100.0.	100.0.	

Table 3.1 reflects the composition of age of sample. The table shows that respondent of present study belong to different age groups. 7.2 % (15 n) belonged to 18-25 years of age group, 39.4% (82 n) to 26-33 years, 33.2% (69 n) to 34-41 years, 15.4% (32 n) to 42-49 years and 4.8% (10 n) belonged to 50 years or more years of age. The majority of the population was young within the age range of 26 – 33 years.

TABLE 3.2: Qualification

	Frequency.	Percent.	Valid Percent.	Cumulative Percent.
Inter	11	5.30	5.30	5.30
Bachelors	53	25.5	25.5	30.8
Masters	119	57.2	57.2	88.0
MS/PhD	25	12.0	12.0	100.0
Total	208	100.0	100.0	

Table 3.2 reflects the composition of qualification of the population. 5.3% (11n) of the respondents were having Intermediate, 25.5% (53 n) having Bachelors, 57.2% (119 n) having Masters and 12% (25 n) having MS/PhD level of education. Majority of the respondents were having the master degree.

TABLE 3.3: Experience

	Frequency.	Percent.	Valid Percent.	Cumulative Percent.
1-5	71	34.1	34.1	34.1
6-10	71	34.1	34.1	68.3
11-15	38	18.3	18.3	86.5
16-20	22	10.6	10.6	97.1
20 and above	6	2.90	2.90	100.0
Total	208	100.0	100.0	

Table 3.3 reflects composition for experience of population. Table show that the sample also wide-ranging in term of job experience 34.1% (71 n) were having 1-5

years of experience, 34.1% (71 n) having 6-10 years, 18.3% (38 n) having 11-15 years, 10.6% (22 n) having 16-20 years and 2.9 % (6 n) were having the experience of 21 or more years. 1-5 and 6-10 years' experience found more frequent in the sample

Chapter 4

Results

This study focus at finding impacts of women career stages on subjective career success with mediating role of kaleidoscope career and moderating role of masculinity. This chapter shows the relationships of study variables through descriptive statistics, correlation and regression analysis of the data.

4.0.2 Descriptive Statistics

These statistics provides the concise summary of standardized values of the variables. This analysis reflects the size of sample, mean values of the sample, maximum and minimum values and the standard deviations values of the data.

TABLE 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Dev.
Women Career Stages	208	2	5	3.65	.53
Masculinity	208	1	5	2.70	.49
Kaleidoscope Career	208	2	5	3.77	.46
Subjective Career Success	208	2	5	3.62	.31

Table 4.1 shows variables used in the study with their respective statistics. Details of the study variable are shown in the first column. Second informs about sample size. Third, 4th, 5th and 6th columns show min value, max value, mean and the values of standard deviation respectively. The sample size is 208. The scale

used for measurement was ‘Likert’ scale which ranges from 1 to 5. Women career stages shows mean = 3.65 and S.D = 0.53, (independent variables). Masculinity (moderating variable) shows mean = 2.70 and S.D = .49 Kaleidoscope career (mediating variable) shows mean = 3.77 and S.D = .46. And finally the subjective career success (dependent variable) shows mean = 3.62 and S.D = 0.31.

4.1 Control Variables

Gender, age, qualification and experience affect individuals’ outcomes (Mawritz et al., 2012). Therefore, the demographics had been included in the study. One way ANOVA is carried out to check whether demographic variables are significantly associated with subjective career success or not. Result of one way ANOVA for demographic variables is presented below in Table 4.2.

TABLE 4.2: Control variables

Control Variables	F	Sig.
Age	4.58	.02
Qualification	5.07	0.00
Experience	4.52	.02

Sig. level $p < 0.05$

Table 4.2 All the demographic variable i.e. age, qualification, experience are significantly associated with woman subjective career in present research study, such as Age (F=4.58, $p > .05$), Qualification (F=5.07, $p > .05$) and Experience (F=4.52, $P < .05$). So all the demographic variables of this study shows significant association with women subjective career success. So they are controlled during the further analysis.

4.2 Confirmatory Factor Analysis

All the variables used in the study i.e., women career stages, masculinity, kaleidoscope career and subjective career success were answered by employees, therefore

it becomes essential to establish that whether respondents perceive these construct distinct from one another and model is fit for the purpose or not. A Confirmatory factor analysis was performed examine discriminate validity of the study variables. For this purpose, Structural Equation Modeling (SEM) used through AMOS software to determine the discriminate validity of constructs and fitness of the model. According to the suggestion of Anderson & Gerbing (1988), full measurement models for study was run and the model fit statistics, (CMIN/DF, RMSEA, IFI, TLI and CFI) had been collected and presented in the Table 4.3.

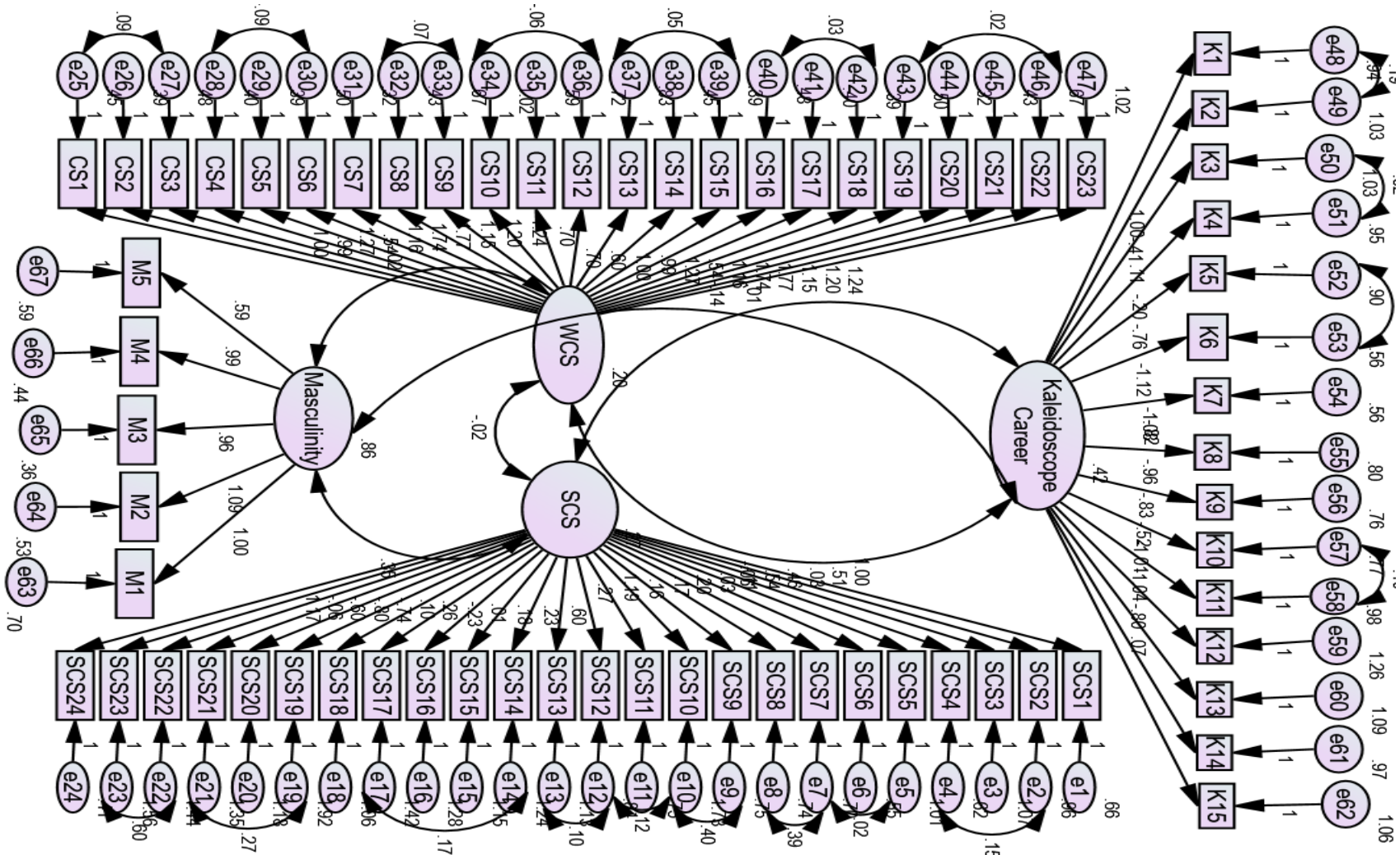


FIGURE 4.1: CFA, Full measurement model diagram (AMOS Output)

TABLE 4.3: Results of Confirmatory Factor Analysis

	Chi-square/df	RMSEA	IFI	TLI	CFI
Initial Values	2.68	.07	.79	.75	.78
Final Values	1.84	.06	.92	.90	.91

Table 4.3 indicates that initially value of Chi-square/df (2.68), which indicates good model fit (less than 3), RMSEA (.07) indicates fair fit (Between .06 to .08). But IFI (.79), TLI (.75) and CFI (.78) value were below 0.9, which is less than permissible threshold. However, correlating the error terms, fitness of the model improved Chi-square/df further dropped to (1.84) and RMSEA value dropped to (.06) which indicates good fit. Moreover, IFI (.92), TLI (.90) and CFI (.91) were also improved up to required level. The results of CFA indicated that the full CFA model was adequately fits the data well and the respondent perceived the items differently.

4.3 Correlation Analysis

The analysis shows relation between two variables (indicated by level of significance) and the direction of the relation (indicated by positive or negative signs). Positive sign indicates that both the variables are moving in the same direction and negative sign claims that variables have opposite movements. Pearson correlation analysis is used to calculate correlation coefficient. The value of coefficient lies between +1.00 to -1.00. Zero value indicates no correlation between variables.

Correlation Analysis among the study variables i.e. age, qualification, experience, women career stages, masculinity, kaleidoscope career and women subjective career success have been demonstrated in Table 4.4. According to correlation Table, age is positively and significantly correlated with qualification ($r = .18, p < 0.01$), experience ($r = .78, p < 0.01$), masculinity ($r = .22, p < 0.01$) whereas it is positively and insignificantly correlated with women career success ($r = .10, p > 0.05$). It is significantly and negatively correlated with women career stages ($r = -.13,$

TABLE 4.4: Correlations

	1	2	3	4	5	6	7
1 Age	1						
2 Qualification	.181**	1					
3 Experience	.787**	.145*	1				
4 Women Career Stages	-.137*	0.059	-.255**	1			
5 Masculinity	.227**	.216**	.237**	-0.082	1		
6 Kaleidoscope Career	-0.054	0.043	-0.134	0.131	0.081	1	
7 Women Career Success	0.1	.260**	0.042	.251**	.220**	.219**	1

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

$p < 0.05$) whereas it is negatively and insignificantly correlated with kaleidoscope career ($r = -.05$, $p > 0.05$).

Qualification is positively and significantly correlated with experience ($r = .14$, $p < 0.05$), masculinity ($r = .21$, $p < 0.01$) and women subjective career success ($r = .26$, $p < 0.01$), whereas it is positively and insignificantly correlated with women career stages ($r = .05$, $p > 0.05$) and kaleidoscope career ($r = .04$, $p > 0.05$).

Experience is positively and significantly correlated with masculinity ($r = .23$, $p < 0.01$), whereas it is positively and insignificantly correlated with women subjective career success ($r = .04$, $p > 0.05$). It is negatively and significantly correlated with women career stages ($r = -.25$, $p < 0.01$), whereas it is negatively and insignificantly correlated with kaleidoscope career ($r = -.13$, $p > 0.05$).

Women career stages is positively and significantly correlated with women subjective career success ($r = .25$, $p < 0.01$), whereas it is positively and insignificantly correlated with kaleidoscope career ($r = .13$, $p > 0.05$). It is negatively and insignificantly correlated with masculinity ($r = -.08$, $p > 0.05$).

Masculinity is positively and significantly correlated with women career stages ($r = .22$, $p < 0.01$), whereas it is positively and insignificantly correlated with kaleidoscope career ($r = .08$, $p > 0.01$).

Kaleidoscope career is positively and significantly correlated with women subjective career success ($r = .21$, $p < 0.01$).

4.4 Regression Analysis

Regression analysis does refer to extent on which the result of variables depends on predictor variable. It helps to give understanding of the fact that how value of criterion variable changes when a variation occurs in one or more independent variables. So it explains the causal relationship between the variables while correlation analysis just explains the relationship between variables. The regression process is carried on by different tools (for example, Baron & Kenny, (1986) but here for the convenience and suitability of the study, Hayes (2012) process method is used for analysis.

According to Preacher and Hayes (2008), Baron and Kenny (1986,87) method is outdated because it imposes a condition of total effect of causation for mediation while in some researchers' point of view, it is not necessary and even hindrances in way for gauging true impact (Preacher, Rucker & Hayes, 2007; Preacher & Hayes, 2008; Hayes, 2012). According to these researchers, the indirect effects through the mediation are also possible even if there are no clues of the direct effect between the predictor and the outcome variables are found. Moreover, as the data in social sciences is always problematic due to the situation, nature and context of respondents so the bootstrapping technique for mediation in Hayes (2012) process method increases the likeability of realistic results because the sample is divided into many small bits and pieces and analysis is run on those smaller sized sub samples.

Table 4.5 - 4.7 confirm the results of regression analysis performed by using Hayes (2012) process method.

H1: The women career stages are significantly and positively associated with subjective career success.

The results of the Table 4.5 shows that women career stages ($B = 0.43$, $t = 2.39$, $p < .05$) has a positive and significant association with subjective career success, accepting the first three hypothesis. It means that women career stages causes'

TABLE 4.5: Regression Analysis for Direct Effect on stakeholders salience

Variables	B	SE	T	P
Women Career Stages Subjective career success	.43	.18	2.39	.01

***p < .05, **p < .01, ***p < .001*

43% subjective career success. P value indicates higher level of significance which provides strong grounds to accept the hypothesis.

H2: Kaleidoscope career mediates the association between women career stages and subjective career success.

According to the results reflected by Table 4.6, it is evident that the mean indirect effect of women career stages on subjective career success through mediation of kaleidoscope career is significant. The bootstrapping values are .0073 to .0595 with a 95 % confidence Interval excluding zero. These results suggest sufficient support that kaleidoscope career mediates association between the women career stages and the women subjective career success.

TABLE 4.6: Regression Results for Mediation

	Index	SE (Boot)	LL 95% CI	UL 95% CI
Bootstrap results for indirect effect of women career stages on subjective career success	.0266	.0127	.0073	.0595

Note. Un-standardized regression coefficients reported. Bootstrap sample size 5000. LL = lower limit; CI = confidence interval; UL = upper limit

H3: Masculinity moderates the association between women career stages and kaleidoscope career such that if the masculinity is high then this association is more pronounced.

Finally results from Table 4.7 supported Hypothesis 3 which claimed that masculinity moderates the relationship between women career stages and kaleidoscope career ($B = .20$, $t = 3.04$, $p < .01$) in a way that higher the masculinity, stronger the association or lower the masculinity, weaker the association. So the hypothesis 3 is accepted.

TABLE 4.7: Regression Results for Moderation

Predictors	B.	.SE	T.	P
Women career stages × MasculinityKaleidoscope career	.20	.06...	-3.04	.00

* $p < .05$, ** $p < .01$, *** $p < .001$

The hypothesis 3 is also supported from moderation graphs in Figure 4.2.

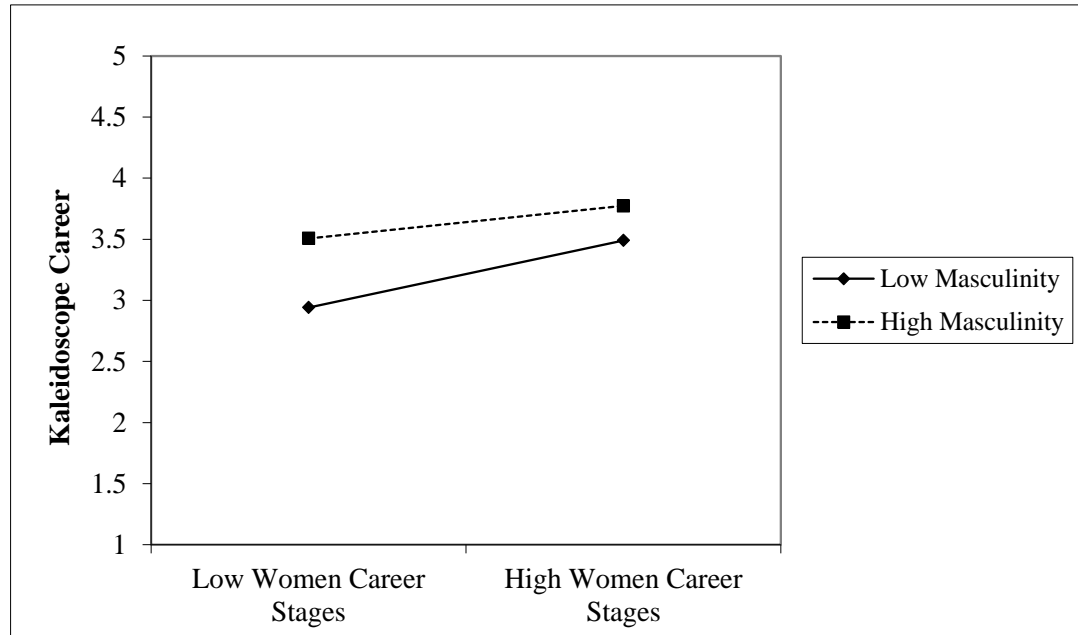


FIGURE 4.2: Moderation Graph

Upward slope of the lines indicates a positive association between women career stages and kaleidoscope career. Dotted line represents high masculinity situation whereas bold line reflects low masculinity. Position of the lines represents the association between women career stages and kaleidoscope career. As dotted line lies above the bold line with a high steeper slope, it represents that in case of high masculinity, the association between women career stages and kaleidoscope career is stronger, while the bold line lies below the dotted line with less steeper slope which shows that in case of low masculinity situation, the association between women career stages and kaleidoscope career is weaker. The graph clarifies the buffering role and direction of masculinity between women career stages and kaleidoscope career which gives additional support for the acceptance of hypothesis 3.

4.5 Summary of Hypothesis

Hypotheses	Statement	Result
H1	The women career stages are significantly and positively associated with subjective career success.	Accepted
H2	Kaleidoscope career mediates the relationship between women career stages and subjective career success.	Accepted
H3	Masculinity moderates the relationship between women career stages and kaleidoscope career such that if the masculinity is high then this association is more pronounced.	Accepted

Chapter 5

Discussion, Recommendations, Limitations and Conclusion

The purpose of current chapter is to study the results of the study, which are reported earlier in the previous chapter. It will also try to elaborate and explain the results and the relations with previous studies and emphasize on the results which are consistent with other studies and also those results which are not consistent with previous studies. This part of the study also intends to answer all the research questions and discuss the hypothesis put against them.

5.0.1 Discussion On Research Question No 1:

The first question that the present study tried to answer was stated in Chapter 1:

Question 1: The women career stages are significantly and positively associated with subjective career success?

Finding the answer to the 1st question, a hypothesis was developed and tested, that

H1: *The women career stages are significantly and positively associated with subjective career success.*

In prior studies this thing has been discussed that women career stages are very important .when the women is working in the organization or any where there

are different stages through which the women can go through and achieve their success level. While discussing about the women's career stage first of all we have to know about the basic definition of career that what does this word career means. Different researchers have defined this differently so the basic definition of this word career is That it's an overall and lifelong process of ongoing activities and it's also involve the two sides That are objective career and subjective career (Hall, 2002). A career stage of women is also related to the career development so we have to know that what the meaning of career development is. Career development can be defined by a researcher name (Greenhaus et al., 2000) as it's a series of different parts and stages of human life that should be characterized by different themes, tasks and contents.

The results of the Table 4.5 shows that women career stages ($B = 0.43$, $t = 2.39$, $p < .05$) has a positive and significant association with women subjective career success, accepting the first three hypothesis. It means that women career stages causes' 43% women subjective career success. P value indicates higher level of significance which provides strong grounds to accept the hypothesis. As mentioned in some studies that there are different types of life going process through which the women can get involve and get the results of both the sides that are objective career success and subjective career success. Different researchers had defined it differently and basic definition of word 'career' is that, it is an overall and lifelong process of ongoing activities and it also involves the two sides that are objective career and subjective career (Hall, 2002).

As per the career stage theory there are different stages of working life cycle. Women can go through three stages of their working life cycle pre entry stage, first stage and then the last one the late career stage .when the women start working in their life it can goes through these stages and these tagged will determine the success rate of the women and shows that in which stage the women can work properly and how much she had get success and the most important thing that specifically which stage of women working life will enhance or increase the success rate.

Recently different researchers have identified few things and they are being noted as the main important part of career success is employability. This employability is also related to That thinking or a situation in which a person can easily find his or her job is considered to be more enthusiastic and even they are better able to cooperate with today's changing work environment and also in changing labour market (De Cuy per, Sulea, Philippaers, Fisch-mann, Iliescu, & De Witte, 2014; Vanhercke, De Cuy per, Peeters, & DeWitte, 2014). When we study the recent researches we can develop an understanding that in recent times, employability also considers two more indicators which are performance (De Cuy per et al., 2014) while the second is well-being of employees (De Cuy per, Raeder, Van der Heijden, & Wittekind, 2012b), but the main and final findings about this variable are, however, lacking (Forrier, Verbruggen, & De Cuy per, 2015).

5.0.2 Discussion On Research Question No 2:

Second research question that current study tried to answer was stated in Chapter 1:

Question 2: Kaleidoscope career mediates association between women career stages and subjective career success?

For finding the answer to the 2nd question, set the hypothesis and test, that

H2: Kaleidoscope career mediates the relationship between women career stages and women subjective career success.

Women's career includes two things that we can name as opt in and opt out. First we have to see that what the meaning of this word opting in is. Few researches identified that women's are basically motivated for opting out their complex career reason. The career of working women's includes the elder care and child care demands and there are also many other problems in the whole career of women. The problems That are being faced by the women is discrimination, sexual harassment, and also the inequalities in the y pay scale and other benefits all these things can affect the women career (Powell, 1999; Powell & Graves, 2003) there are examples of those women's that leave Their organization due to some reasons

and among these reasons few are as follows such as low pay, no chance of getting advancements and few are getting bore for Their job another important reason for quitting the job is That the organization is demanding the extra working hours (Mainiero & Sullivan, 2005). Now a day's women start leaving their job and they are becoming entrepreneurs just to make their life easy and in this way they can make fell their organizations that they are not treating them in a balanced way (Buttner & Moore, 1997; Moore, 2002).

The second hypothesis is accepted as according to the results reflected by table 4.6; it is evident that the mean indirect effect on women career stages for subjective career successthrough mediation of kaleidoscope career is significant. The bootstrapping values are .0073 to .0595 with a 95 % confidence Interval excluding zero. These results suggest sufficient support that kaleidoscope career mediates association between women career stages and the women subjective career success.

Women's are shifting their careers when they fell that they are not working or performing well. Women's have their successful career when they are allowed to be fit in that work in which they fell easy and they think that they can perform better. (Plantenga, 1997; Visser, 2002) reported that many countries in the world are where men and women work on a part-time basis and can earn better. In Netherland there is highest rate of par- time workers including men and women particularly the parents just to integrate their daily life needs. Par-time work is considered as legal activity in the Netherland and many people are doing this just to make sure and fulfill their needs (Plantenga and Remery, 2005). In Netherland more than 60 percent of females are working part-time and averagely on 24 hours a week basis (OECD, 2007). Consequence of women's career those are working part-time also has greatly affect the family life of those women's as first child arrive (Sools et al., 2007). While apart from all these the par time worker women's also facing work family conflict defiantly because if they also start working part time then who will take care of her family and this point of work family conflict has also need to be taken under consideration by the working women career (Roma n, 2006).

5.0.3 Discussion On Research Question No 3:

3rd research question that present study tried to answer was stated in Chapter 1,

Question 3: Masculinity moderates the association between women career stages and kaleidoscope career such that if the masculinity is high then this association is more pronounced.

For finding the answer to the 3rd question, set the hypothesis and test, that

H3: *Masculinity moderates the relationship between women career stages and kaleidoscope career such that if the masculinity is high then this association is more pronounced.*

Like other relationship women career stages and subjective career success generally have directly and indirectly relationship (van Veldhoven & Dorenbosch, 2008). Masculinity can be described as the fact when greater emphasis is given on the sexuality which is considered as the strong factor in determining the career choices and career success. (Helgeson & Lepore, 2004). When a man tend to adhere to the traditional view of masculinity, he not only validates his mental upper edge on women but also derive psychological strength out of this (Hatzichristou et al., 2005; Steidle, Stecher, Pace, & Tseng, 2006).

Third hypothesis is accepted Finally results from Table 4.7 supported Hypothesis 3 which claimed that masculinity moderates the relationship between women career stages and kaleidoscope career ($B = .20$, $t = 3.04$, $p < .01$) in a way that higher the masculinity, stronger the association or lower the masculinity, weaker the association. So the hypothesis 3 is accepted.

To understand the history of masculinity and the man hood is divided in three parts or we can say that the masculinity is divided in three phases. These phases have their names such as communal manhood, self-made manhood and passionate manhood (Rotundo, 1993). Masculinity is considered as a serious factor for damaging the men health or it is considered as the head of all issues and problems. There has been a research conducted on the males and on male teachers and the results reveal that the male have more jobs as compared to women's (Jones, 2007). and the basic reason behind this That the male are dominant and they are in very

large number In every organization there are more males working in the organization because women are not considered as much active as compared to men and they are being so hard worker as compared to male.

5.1 Implications and Recommendations

5.1.1 Theoretical implications

There are certain theoretical implications from the current study, which are discussed below:

Firstly the theoretical implication is that in this study masculinity is being used as a moderator as a cultural dimension. Masculinity is being used just to see that in the country like Pakistan where there is a dominance of male and in every sector and in every organization there are great numbers of males are working so in that type of society what will be the future of women's that are also now becoming the part of the main streamline activities in the organization,

Secondly in this study kaleidoscope is used as a mediator the word "Kaleidoscope Career" creates devolution on an individual's given terms described by the life values, choices, and parameters instead of dictates by the organization. And subsequently, the changing patterns of an individual later adjust the work patterns and work is not dictated by the organization. Individual adjusts and modify his or her career patterns as per the rotation of the live patterns.

Thirdly in this study the women career stages are also discuss means that the women's those are working in the organization or anywhere would work at different stages as discussed earlier. These stages determine the success rate and the shows that how much women's are participating in the daily routine work of the organizations and how much they are performing the activities.

Fourthly, the study provides support for the career stage theory which determines the different stages of working life cycle of the women's and theory is explained as shortly. As per theory of Super (1957), three stages are in an individual's professional career (from age of 25 to 65 years) which are establishment, exploration,

and maintenance. On other hand, the Levinson et al. (1978) had identified four different life areas, which are childhood (from age of 0-20 years), early adulthood (from age of 20-40), middle adulthood (from age of 40-60), and late adulthood (which spans over 60 years of age). Though the age is often taken as a common indicator stage, the commitment in an organization also develops model of tenure as indicator for career stages.

Finally, the study also describes the importance of culture. The previous studies were conducted mostly in western cultures which mean that the previous literature represented individualistic and low power distance societies, but in Pakistani culture represent collectivist and high power distance society the results are totally different which shows the impact and importance of culture.

Future researchers are advised to investigate the same study using longitudinal study and are also advised to focus on a specific industry. Future researchers also need to check other dimensions also such as femininity and power distance.

5.1.2 Practical implications

Current study had certain practical implication, which might provide some help for the organizations in Pakistan. It can be noticed that women's career stages has a great effect on the career success model. When the women's start working in the organization they start working from the initial stage that we can name as the pre stage of there working in the organization and that stage the women's are enthusiastic and they are more willing to face the problems and they are more ambitious as compared to those women's that are working for a very long time.

Secondly this study is helpful in the Pakistani organizations that they can implement the overall model of the women's career stage and those organization have to implement the kaleidoscope model so that the kaleidoscope means Kaleidoscope career model also describe the stages of women career means early or late .is some researchers have also note the career development of old workers That are working long for the company. (Schalk, 2004) reported that old workers are more loyal and they work for hours for their organization and they always give quality works to

their organization. The case is same means that the women's that are working in their late career are performing more as compared to those women's that are working in their early stages. There are also the dual benefits for maintain high level of employments in the organization (Greller & Stroh, 2004).

The study will also provide guidance for Pakistani organizations to develop their working environment in which the working women's should capitalize their abilities and they can work best for the organizations. In recent time, the organizations need great number of women's and they can now work accordingly with the males and there working styles are also different as compared to the males. The career stage model also defines that the women's are also working in the organizations and they are working in different organizations.

5.2 Limitations

The current study tried to eliminate all the problems, but still there are some limitations that must be avoided in future.

Firstly, that sampling and data collection was done through cross sectional method due to time and resource constraints. In a cross sectional study, data is collected from respondents at a specific given point in time. Thus, sample size was small and might not represent all the population of Pakistan, because the sample was not comprehensive and results might change if sample size might increase.

Secondly, the study focused on the government sector for data collection, because working conditions of the government sector organization might offer more support for our study, as large organizations involving huge financial resources need relative checks and balances.

Thirdly the data was collected through convenient data sampling because I am student and I have not that much resources so that I can travel and collect the data so further researcher should need to collect data from all over other cities so that the overall results of the research and the study would significantly and shows the accurate results.

In Pakistani organizations, women's are taken for granted and people have to follow the instruction given by their male boss, because the male boss is main and most important part of the organization. Male boss runs the organization and all the employees have to follow the instruction and if the leader is unethical then the overall results are different and it shows very bad results.

In future research data may also be collected from other industries as well. Secondly, due to time and resources constraints, we collected data at one only. So it is logical to consider that some of the situational factors at the time of data collection may bias the responses. Thus in future data should also be collected in different time lags.

5.3 Conclusion

Aim of the current was investigating effect of the Impact of Women Career Stages on the Subjective Career Success, with the mediating role from Kaleidoscope Career and moderating role of Masculinity. Because there is a great effect on women career stages on the subjective career success. Women career stages are of three types as discussed earlier that are early stage the mid level and the end career stage. All these stages are affecting the overall life of the women and they are ongoing process of the women's working life. Kaleidoscope is taken as a mediator and this also the main important concept.

Future research needed to be done on inspecting the other variables also so that the other variables are also relates with that and future researcher also need to use other cultural dimensions that are applicable in Pakistan or any other country. The entire hypotheses are accepted and the positive correlation is also between the variables and results also show that there are certain positive association between women career stages and the subjective career success. Research is also helpful in other sectors of the corporate world so that the organizations also need to think about the women's and there is a need to shift the paradigm that in every sector only males are dominant females are also very important. If the overall thinking

is changed then there will be great results in the future for the betterment of both organization and for the women's also.

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Appendix



CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ISLAMABAD

Department of Management Sciences

5.4 Questionnaire

Dear Participant,

As a MS Research Scholar at Capital University of Science & Technology, Islamabad, I am collecting data for my Research Thesis. Title: The Impact of Women Career Stages on the Subjective Career Success: The Mediating Role of Kaleidoscope Career and Moderating Role of Masculinity. It will take your 20-25 minutes to answer the questions by providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Thanks a lot for your help and support!

Sincerely,

Sidra Wazir

Section 1: Masculinity

The following statements concern your views about yourself within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

1. Strongly disagree
 2. Disagree
 3. Neutral
 4. Agree
 5. Strongly Agree

1	Meetings are usually run more effectively when they are chaired by a man.	1	2	3	4	5
2	It is more important for men to have a professional career than it is for women to have a professional career	1	2	3	4	5
3	Men usually solve problems with logical analysis; women usually solve problems with intuition.	1	2	3	4	5
4	Solving organizational problems usually requires an active forcible approach which is typical of men.	1	2	3	4	5
5	It is preferable to have a man in a high level position rather than a woman.	1	2	3	4	5

Section 2: Subjective Career Success Scale

The stem for each item is Considering my career as a whole

The following statements concern your views about yourself within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

1. Never 2. Rarely 3. Sometimes 4. Often 5. Always

Recognition						
1	My supervisors have told me I do a good job.	1	2	3	4	5
2	The organizations I worked for have recognized me as a good performer.	1	2	3	4	5
3	I have been recognized for my contributions.	1	2	3	4	5
Quality Work						
4	I am proud of the quality of the work I have produced.	1	2	3	4	5
5	I have met the highest standards of quality in my work.	1	2	3	4	5
6	I have been known for the high quality of my work.	1	2	3	4	5
Meaningful Work						
7	I think my work has been meaningful.	1	2	3	4	5
8	I believe my work has made a difference.	1	2	3	4	5
9	The work I have done has contributed to society.	1	2	3	4	5
Influence						
10	Decisions that I have made have impacted my organization.	1	2	3	4	5
11	The organizations I have worked for have considered my opinion regarding important issues.	1	2	3	4	5
12	Others have taken my advice into account when making important decisions.	1	2	3	4	5
Authenticity						
13	I have been able to pursue work that meets my personal needs and preferences.	1	2	3	4	5

14	I have felt as though I am in charge of my own career.	1	2	3	4	5
15	I have chosen my own career path.	1	2	3	4	5
Personal Life						
16	I have been able to spend the amount of time I want with my friends and family.	1	2	3	4	5
17	I have been able to have a satisfying life outside of work.	1	2	3	4	5
18	I have been able to be a good employee while maintaining quality non-work relationships.	1	2	3	4	5
Growth and Development						
19	I have expanded my skill sets to perform better.	1	2	3	4	5
20	I have stayed current with changes in my field.	1	2	3	4	5
21	I have continuously improved by developing my skill set.	1	2	3	4	5
Satisfaction						
22	My career is personally satisfying.	1	2	3	4	5
23	I am enthusiastic about my career.	1	2	3	4	5
24	I have found my career quite interesting.	1	2	3	4	5

Section 3: Kaleidoscope

The following statements concern your views about yourself within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

- 1.** does not describe me at all **2.** describes me somewhat
 3. describes me often **4.** describes me considerably
 5. describes me very well

Authenticity						
1	I hope to find a greater purpose to my life that suits who I am.	1	2	3	4	5
2	I hunger for greater spiritual growth in my life.	1	2	3	4	5
3	I have discovered that crises in life offer perspectives in ways that daily living does not.	1	2	3	4	5
4	If I could follow my dream right now, I would.	1	2	3	4	5
5	I want to have an impact and leave my signature on what I accomplish in life.	1	2	3	4	5
Balance						
6	If necessary, I would give up my work to settle problematic family issues or concerns.	1	2	3	4	5
7	I constantly arrange my work around my family needs.	1	2	3	4	5
8	My work is meaningless if I cannot take the time to be with my family.	1	2	3	4	5
9	Achieving balance between work and family is lifes holy grail.	1	2	3	4	5
10	Nothing matters more to me right now than balancing work with my family responsibilities.	1	2	3	4	5
Challenge						
11	I continually look for new challenges in everything I do.	1	2	3	4	5
12	I view setbacks not as problems to be overcome but as challenges that require Solutions.	1	2	3	4	5

13	Added work responsibilities dont worry me.	1	2	3	4	5
14	Most people would describe me as being very goal-directed.	1	2	3	4	5
15	I thrive on work challenges and turn work problems into opportunities for change.	1	2	3	4	5

WOMEN CAREER STAGES***How much have you thought and planned about***

Please tick the relevant choices:

- 1.** Not much **2.** A little bit **3.** A fair bit
 4. Quite a bit **5.** A great deal

1	Talking over work plans with an adult who knows something about me?	1	2	3	4	5
2	Taking school subjects that will help me in the work I go into when I finish my education?	1	2	3	4	5
3	Taking school subjects that will help me in college or university, in job training or on the job?	1	2	3	4	5
4	Choosing school subjects (including options and electives)?	1	2	3	4	5
5	Choosing a career in general?	1	2	3	4	5

When you think about your career

Please tick the relevant choices:

- 1.** Not clear at all **2.** A little bit clear **3.** A fair bit clear
 4. Quite a bit clear **5.** Very clear

6	How clear are your plans for after secondary school?	1	2	3	4	5
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When you think about the job you want when you finish school, how much do you know about?

Please tick the relevant choices:

- 1.** Not much at all **2.** A little bit **3.** A fair bit
 4. Quite a bit **5.** A great deal

7	What people really do in that job?	1	2	3	4	5
8	The abilities/skills needed for that job?	1	2	3	4	5
9	The chances of being promoted in that job?	1	2	3	4	5
10	The working conditions that goes with that job?	1	2	3	4	5

Would you ask any of these people for information or help to make plans for work or further education

Please tick the relevant choices:

- 1.** Definitely not these **2.** Maybe not these **3.** Not sure about these
 4. Maybe these **5.** Definitely these

11	Careers teachers, careers advisors, guidance officers?	1	2	3	4	5
12	Other school teachers?	1	2	3	4	5
13	Adults outside school who know things and can help people?	1	2	3	4	5
14	People in the job or in the university or college you are thinking about attending?	1	2	3	4	5

Who has already helped you make plans for work or further education?

Please tick the relevant choices:

- 1.** Definitely not these **2.** Maybe not these **3.** Not sure about these
 4. Maybe these **5.** Definitely these

15	Adults outside of school who know about things and can help people?	1	2	3	4	5
16	Books, handbooks, pamphlets or DVDs with the information you need?	1	2	3	4	5
17	The internet?	1	2	3	4	5
18	People in the job or in the university or college you are thinking about attending?	1	2	3	4	5

Please provide the following information..**Gender:**

- Male Female

Age:

- 20-30 31-40 41-50 51 and above

Qualification:

- MS PhD

Work Experience:

- 5-10 11-15 16-20 21-25 26 and above