

# **The relationship between employees' inter-organizational career orientation<sup>1</sup> and career strategies**

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The purpose of this study was two fold. The first point was to investigate the relationship between employees' inter-organizational career orientation and career strategies. The second point was to investigate the effects of career attitudes that inter-organizational career orientation has on career strategies. The facts and conclusions in this paper were drawn by using 365 employees in 16 companies. About the first point, after using multiple regression analysis, it was clear that inter-organizational career orientation has on inter-organizational career strategies (career exploration) positively and has on organizational career strategies (self-nomination) negatively. About the second point, after using multiple regression analysis, moderator effects of career attitudes toward following relationships were cleared.

1. Job involvement toward the relationship between inter-organizational career orientation and creating career opportunities.
2. Job involvement toward the relationship between inter-organizational career orientation and self-nomination.
3. Job involvement toward the relationship between inter-organizational career orientation and career insight.
4. Career satisfaction toward the relationship between inter-organizational career orientation and self-nomination.
5. Career satisfaction toward the relationship between inter-organizational career orientation and career insight.
6. Career goal commitment toward the relationship between inter-organizational career orientation and

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<sup>1</sup> Inter-organizational career orientation shows that the orientation which employees want to develop their career between organizations.

career insight.

7. Career goal commitment toward the relationship between inter-organizational career orientation and challenging work behaviors.

Research and practical implications of the study findings were discussed.

## **Problem**

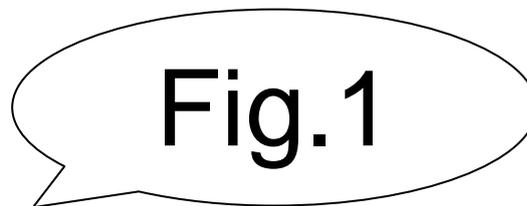
### **Employees' inter-organizational career orientation**

This study considers the relationship between employees' inter-organizational career orientation and career strategies which employees take. In most Japanese companies where the lifetime employment and seniority system were dominant, many employees' career has been developed in one organization employed after the graduation from a school(organizational career). However, corresponding to arise of employment arrangements by restructuring and the rate of turnover, the concept of inter-organizational career has come to attract attention in recent years. According to Minami (1988), unlike organizational career, inter-organizational career means the career which is developed by wandering around two or more organizations. Inter-organizational career has followed two sides. One side is the 'objective career' which can be measured objectively from the outside such as position and rank, their jobs in their duty, and their assignment posts, etc. The other side is the 'subjective career' which is one's attitudes and the change of attitudes or behaviors accompanying change of position and rank, etc.

As a concept similar to the career between organizations, Arthur & Rousseau (1996) asserted 'boundaryless career'. That is, a worker's career environment is changing from a traditional one that is 'bounded' and driven by orderly employment relations with one employer to one that is 'boundaryless' and increasingly self-directed by an employee. If it says by the classification of the above-mentioned career, the career in an organization is based on the lifetime employment and seniority system of the former and the latter are close to the concept of the career between organizations. After this, in inter-organizational career, self-control of a career is needed more as compared with organizational career.

One of concepts which attract attention when analyzing the career between organizations is 'inter-organizational career orientation'. It is the subjective concept which shows at the shift to the career developed between organizations from the career developed in an organization this has aimed, and it is thought that all employees have more or less.

However, Steers, & Mowday (1981) supposes that turnover is avoidable by appealing to change a situation. Moreover, Ushimaru (1992) also supposes, 'It is more appropriate to consider to leave one's job for the first time, when a situation does not change with efforts of the case where it searches for various alternatives in an organization, consequently there are no alternatives, or change of a situation, in order that the usual man may change the situation of a place of work first, and to perform search activities' (p. 88). Thus, even if inter-organizational career orientation increases, it does not necessarily change one's employment immediately. And thus the behavior after the inter-organizational career orientation increases can also be referred to as important, in the viewpoint of individual career development and human resource management of an organization. In previous studies, the concept which is near inter-organizational career orientation is 'think of quitting' (Fig. 1) which was taken up by the notional model about the regulation factor to turnover in Mobley (1977). Although this increases in many cases with job dissatisfaction, much process, such as 'search for alternatives', is included by final turnover behavior. The turnover intention has been so far inquired mostly as substitution of the actual turnover behavior to it for the prediction. However, this is unsuitable as a measure of inter-organizational career orientation, when considering the influence on career strategies which related to daily work behaviors. The turnover intention is intention in front of the turnover behavior, and it is final decision-making in the stage which search of a substitute employment opportunity etc. ended (Fig. 1).



Now, when such the actual condition of inter-organizational career orientation is seen by transition of the rate of turnover hope of Basic Survey on Wage Structure of the Ministry of Public Management, Home Affairs, Posts and Telecommunications (2003), even if it compares with the actual rate of turnover, the up-ward tendency is conspicuous in recent years (Fig. 2). That is, inter-organizational career orientation of Japanese workers is considered rising notably.



Lack of stability of jobs, declined hierarchies of an organization, and reduction of promotion opportunities, etc. are seen by the restructuring of an organization, M&A, and downsizing also in the United States (Mirvis & Hall, 1994). Consequently, it is becoming still more nearly impossible for managers to promise the opportunities on an employee's career (promotion etc.), or to manage employees officially also in stably growing companies. Many companies, such as AT & T and Chevron, are carrying out the self-control training which educates an employee in each stage of the organizational career about how a career is controlled itself reflecting such a tendency (Lancaster, 1997). The companies to which the inter-organizational career, such as Sony and NEC, also performs the same faculty development in a view also in Japan are increasing in number. The necessity that many workers manage their career also from the reason by the side of an organization bearing the inter-organizational career in mind is increasing.

Then, when many workers are not concerned with the existence of training in an affiliation organization but manage the self career under such a situation, what thing is there as behavior which should be taken? In this research, it is considered to be a career strategy. Greenhaus & Callanan (1994) has also regarded 'career strategy development' and 'career strategy implementation' as the important composition element of career self-control in their career management model.

About employees' career strategies, Gould & Penley (1984) defined it as 'behaviors which may be utilized by an individual to decrease the time required for and uncertainty surrounding the attainment of important career objectives' (p. 244). Moreover, Greenhaus & Callanan (1994) defines it as 'a sequence of activities designed to help an individual attain a career goal' (p. 25). Thus, in previous studies, the career strategy is regarded as the behavior for attaining a worker's self career goal in a certain form. Furthermore, Gould & Penley (1984) supposes that there are the following seven low rank strategies among the career strategy.

Seeking career guidance is the strategy which is going to get useful guidance on a career from supervisors or experienced persons of organization inside and outside.

Self-nomination or self-presentation is the strategy which is going to make one's superior official aware of desired assignments or appealing as wanting to take over big responsibility to a superior official, etc.

Creating career opportunities is the strategy which is going to prepare for the golden opportunity and the future status on a career, develop skills and special knowledge.

Extended work involvement is the strategy which is going to work at one's job outside of normal work hours or take it to home.

Networking is the strategy which is going to build networks within and without an organization and get useful

information and support are gained to career development of self.

Opinion conformity is the strategy which is going to approve of the (central) opinion of one's superior official, even if the real intention is opposite.

Other enhancement is the strategy which is going to carry out mind-evaluation for taste to a superior official and take an interest in the personal life of one's superior official.

Similarly, Feij, Whitely, Peiro & Taris (1995) raises consultation, skill development, and networking, moreover, job content innovation which consists of innovative attempts and decision latitude as low rank strategies of the career-enhancing strategy which were also similar with the career strategy. Furthermore, Kossek, Roberts, Fisher & Demarr (1998) is also raising the developmental feedback seeking and job mobility preparedness as concrete behavior in career self-control. And Gould & Penley (1984) supposes that 'the employee who develops career strategies appropriate to his or her occupation and organization is likely to increase his or her probability for obtaining positive evaluations from superiors and a larger share of the organization's salary distributions'(p.261). However, the career strategy differs from the organizational citizenship behavior which attracts attention in the study of organizational behavior in recent years. Organizational citizenship behavior is defined as 'behaviors which are not made into the necessary condition on a formal job among the behaviors which an employee performs, and promotes the effective function of an organization by it '(Organ, 1988). That is, 'the effective function of an organization' which is the second half portion of this definition does not necessarily correspond to a career strategy.

The career strategy is the behavior which is useful to career goal attainment of self the 1st, and even if it may be harness to an organization as a result, a chief aim is set to an employee individual to the last.

Now, were low rank strategies in the career strategy raised only with previous studies? It is possible to classify career strategies by whether the purpose is mainly in organizational or inter-organizational career development. That is, following 3 low rank strategies are thought. They are 'organizational career strategies' which are mainly useful to attainment of goals on organizational career development (promotion etc.), 'inter-organizational career strategy' which is mainly useful attainment of goals on the inter-organizational career development (faculty development by turnover etc.), and 'organizational and inter-organizational career strategy' which are useful to attainment of both sides of goals. Of course, an individual career develops continuously so that it may not be clearly classified 'organizational' and 'inter-organizational'.

For example, when an employee's skill improvement by executing the organizational career strategy connected to the advantageous turnover, it is thought to be useful to the inter-organizational career development as a result,

however, the organizational career strategy will be usually regarded as important in human resource management of an organization as a premise of such a special feature of career. On the contrary, when employment arrangements by restructuring are being carried out in an organization, the possibility of regarding an employee's inter-organizational career strategy as important is high in order to promote smooth turnover. Organizational and inter-organizational career strategies such as creating career opportunities or organizational career strategies such as self-nomination are seen by the career strategy raised with previous studies, however, inter-organizational career strategies such as career exploration are not seen with them. Greenhaus & Callanan (1994) defines the career exploration as 'the collection and analysis of information regarding career-related issues' (p. 20), and makes it beginning of the process of the career management model. It is thought that the importance of career exploration will increase for an organization and for an employee from now on depending on the case in order to find the new position which can demonstrate capability more, etc. Then, this study examines also including the clear inter-organizational career strategy on condition of such turnover, when taking into consideration the turnover behavioral model in previous studies. <sup>(1)</sup>

### **Relation between inter-organizational career orientation and career strategies**

Since the ratio of employees whose inter-organizational career orientation is high is increasing, though employees may change their employment as a result, the management cannot ignore their motivation or performance in the meantime. However, since inter-organizational career orientation is an individual subjective attitude, what it is hard to grasp objectively. Therefore, in human resource management, an individual work behavior of every day which an individual career strategy is reflected to some extent and connects performance as a result must be evaluated. It will become a realistic subject to grasp whether what it is influenced with the height of inter-organizational career orientation. When inter-organizational career orientation is high, the career strategy which resembles organizational citizenship behaviors mentioned above is not taken. And it is further thought from the organizational career strategy for the organizational career development (promotion etc.) that a inter-organizational career strategy which is useful to inter-organizational career development, such as the employment to an advantageous new position or capability exertion after turnover, is taken. Then, the hypothesis 1 was set up.

Hypothesis 1 : An employee's height of inter-organizational career orientation influences adoption of career strategies. That is, the height of inter-organizational career orientation contributes to adoption of the inter-organizational career strategy and the rejection of the organizational career strategy.

A hypothesis 1 refers to the 'domain fit hypothesis', which Yamamoto (1996) raised, that the relation between

organizational behavioral concepts (inter-organizational career orientation and inter-organizational career strategy) which the domain is in common is stronger than that between organizational behavioral concepts (inter-organizational career orientation and organizational career strategy) which the domain isn't in common, and is set up.

### **Examination of factors to the relation between inter-organizational career orientation and career strategies**

Isn't the relation of inter-organizational career orientation and career strategies influenced from other factors ?

In this research, an employee's subjective career (career attitude) was considered as an influence factor. Since inter-organizational career orientation was connected with the evaluation to the present affiliation organization directly, it took up the career attitude about everyday job execution in an office, and that about long-term career development of self except for that which is related to an affiliation organization (organizational commitment, etc.) as influence factors. Specifically, job involvement was setup as the former, career satisfaction and career goal commitment were set up as the latter.

The 1st is the career attitude about everyday job execution. Job involvement corresponds to a job-oriented work commitment in the classification of Morrow (1983) while constituting work motivation. In order that job involvement may show the participation to an employee's everyday job execution so that the definition 'the degree to which a person's work performance affects his self-esteem' (p. 25) of Lodahl & Kejner (1965) may see, it is thought that the height of that promotes adoption of career strategies directly. In Feij et al. (1995), employees had taken career enhancing strategies frequently, so that work centrality (it is the similar concept of job involvement) was high. Also in Yamamoto (1995), that job involvement is high had contributed significantly to adoption of behaviors indicating a concern for quality, promotion oriented behavior, and self-sacrificing behavior. Furthermore, since the height of job involvement means the preference and serious consideration of the job execution, job involvement encourages the relation that the height of inter-organizational career orientation promotes adoption of the inter-organizational career strategy. The height of inter-organizational career orientation is considered to also reduce the minus influence to adoption of organizational career strategy (hypothesis 1), such as not neglecting the career development through job execution in the present organization. Then, the hypothesis 2 was set up.

Hypothesis 2 : Job involvement has an influence on the relation between inter-organizational career orientation and career strategies. Specifically, the height of job involvement has the effect which promotes adoption of all career strategies.

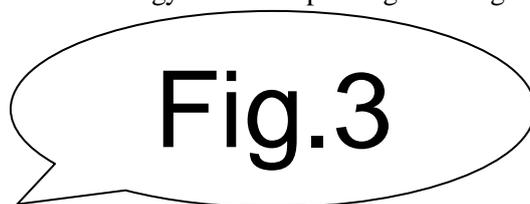
The 2nd is the career attitude about long-term career development. First, career satisfaction is defined as 'satisfaction over a self career' (Yamamoto, 1992, p.2) etc. and it is a career attitude similar to job satisfaction. However, the micro job satisfaction to each labor conditions, human relations, etc. in an individual labor scene differs from the broad view career satisfaction covering the long-term and overall occupational life. From a career strategy being 'behaviors which may be utilized by an individual to decrease the time required for and uncertainty surrounding the attainment of important career objectives' (Gould & Penley, 1984, p.244), career satisfaction is considered to promote adoption of a career strategy further from job satisfaction including a temporary and changing case. Also in Yamamoto (1994), that career satisfaction is high had contributed significantly to adoption of behaviors indicating a concern for quality, evaluation by the self-standard, and planned behavior. Furthermore, the employee with high career satisfaction has high confidence over progress of the attainment of career goals and the degree of satisfaction to a result.

Therefore, the intention tends to be connected with behaviors. And it is thought that the relation which height of inter-organizational career orientation promotes adoption of inter-organizational career strategies is promoted. Then, the hypothesis 3 was set up.

Hypothesis 3 : Career satisfaction has an influence on the relation between inter-organizational career orientation and career strategies. Specifically, the height of career satisfaction has the effect which promotes adoption of the inter-organizational career strategy.

Next, career goal commitment is defined as 'cognitive, emotional, and behavioral career attitude about career goal attainment' (Yamamoto, 1993, p.27) and corresponds to a career-oriented work commitment in the classification of Morrow (1983). While career satisfaction lasts from the past now if anything, career goal commitment lasts with future from present. In view of the definition of the above-mentioned career strategy, that commitment which is going to attain a career goal is related to adoption of career strategies. Also in Yamamoto (1994), that career goal commitment is high had contributed significantly to adoption of behaviors indicating a concern for quality, promotion oriented behavior, self-sacrificing behavior, and the evaluation behavior by the self-standard. Furthermore, employees with high career goal commitment are considered to promote the relation that the height of inter-organizational career orientation promotes adoption of the inter-organizational career strategy from the height of the purpose intention nature in order to attain the career goal of self in the long run. Then, the hypothesis 4 was set up.

Hypothesis 4 : Career goal commitment has an influence on the relation between inter-organizational career orientation and career strategies. Specifically, the height of career goal commitment has the effect which promotes adoption of the inter-organizational career strategy. The conceptual figure of Fig. 3 diagramed the above hypothesis.



## **Methods**

### **Subjects**

I requested the investigation to regular employees from 137 private enterprises which participate in the study group which constructs private enterprises across boundaries and educational facilities. Consequently, 16 companies accepted the request and it considered as the company for investigation. The types of industry of 16 companies are construction (1), manufacture (4), transportation and communication (3), wholesale (2), retail (2), finance and insurance (2), and service (2). Breakdown of the listed or unlisted in companies for investigation are eight companies Tokyo Stock Exchange 1 part, one companies for 2 part, five companies registered on JASDAQ Securities Exchange, and two unlisted companies. It can be said more than from the backbone that the ratio of the big business is high.

### **Procedure**

Questionnaire research was conducted regular employees who work in each company in the periods from March 16 to 23, 2001. I mailed the personnel manager in charge of each company the questionnaire, and it was requested to be distributed to each post with each company at random. About recovery, it carried out through formal organization and the method subjects mail an investigator was adopted. Consequently, 794 questionnaires were distributed in the 16 company sum total, and 376 questionnaires were collected (47.4% of recovery rates). Among those, 365 questionnaires except the invalid questionnaire 11 were made applicable to analysis. Subjects profile are shown in Table 1.



According to the 2000 Basic Survey on Wage Structure of the Ministry of Health, Labour and Welfare (2001) conducted at an investigation time and the approximated time, 39.8 years old and the average organizational tenure of the laborers employed in ten or more persons' private enterprises were 12.0 years. Moreover, about the man-and-woman ratio, male was 70.2% and woman was 29.8%. Although the ratio of the younger age group and a short tenure person is high when the sample of this research is seen by age and the tenure as compared with these results of an investigation, it is thought by the man-and-woman ratio that it is almost the same.

## **Measures**

### *Control variables*

The difference in the attribute by the career strategy was seen in Gould & Penley(1984). From the viewpoint of sex, extended work involvement was mainly seen by the male and seeking career guidance was chiefly seen by the female. They were taken into consideration and this research also adopted sex and age as fundamental control variables. Sex categorized with male: 1 and female: 2 and age adopted the real numerical value as it was.

\* The average value of 5-point Likert scale to (5) which is agreed from (1) which is not agreed was used for the following.

### *Inter-organizational career orientation (independent variable)*

Two items of the following measures which show the (spontaneous) turnover intention used as the cause which a worker follows to the inter-organizational career adopted in Yamamoto (1994).

I want to resign from the present company. / I want to change my employment in the company different from present.

### *Career strategies(dependent variables ; it is referring to table 2 for details)*

They show the behavior for career goal attainment. 22 items of measure which shows the behavior for career goal attainment in a worker's organizational career and inter-organizational career development which created Gould & Penley(1984), etc. to reference.

(Example of an item) I build a network of friendships in the deferent workplace in order to harness in future career development, and it is maintained.

In addition to the above, one item of measure which shows the career exploration as an inter-organizational career strategy was adopted.

I haven't explored turnover information concretely recently (reverse-scored item).

### *Career attitudes*

They are moderator variables between inter-organizational career orientation and career strategies (it is referring to Table 3 for details).

*Job involvement* is four items of measure which shows the grade of the involvement to the work which created Lodahl & Kejner (1965) to reference.

(Example of an item) The most important things that happen to me involve my work.

*Career satisfaction* is four items of measure which shows satisfaction over a self which created Greenhaus, Parasuraman & Wormley (1990), etc. to reference.

(Example of an item) I am satisfied with the progress I have made toward meeting my overall career goals.

*Career goal commitment* is two items of measure which shows the commitment about career goal performance which created Noe, Noe & Bachhuber (1990), etc. to reference.

(Example of an item) I want to surely attain my career goal.

## **Results**

In order to clarify the internal structure and convergence validity of career strategies measure, factor analysis by the principal factor solution was performed (Table 2). Five factors were extracted with 1.0 or more eigenvalue and the cumulative contribution was 58.0%. Since the correlation between factors was expected within the measure, the oblique promax rotation was performed. Consequently, each factor was interpreted by the factor loading as follows. The 1st factor was creating career opportunities, the 2nd was self nomination, the 3rd was career insight, the 4th was challenging work behavior, and the 5th was work behavior besides service. Further the items of a thick line which shows the 0.4 or more factor loading only to one factor was added, and the average value was considered as the low rank measure score of a career strategy.

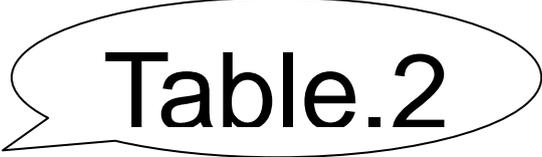
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Table.2

In order to verify the discriminant validity between inter-organizational career orientation which is an independent variable and career attitudes which are moderators, factor analysis by the principal factor solution was performed (Table 3).

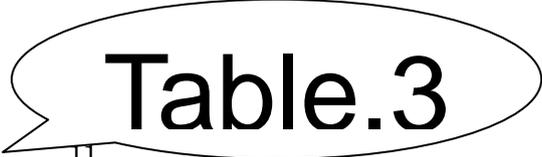
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Table.3

Four factors were extracted with 1.0 or more eigenvalue, and the cumulative contribution was 72.9%. As a result of the oblique promax rotation., each factor was interpreted by 0.4 or more factor loading as the item of a thick line as follows. The 1st factor was job involvement, the 2nd was career satisfaction, the 3rd was inter-organizational career orientation and the 4th was career goal commitment. Therefore, it can be said that the discriminant validity between measures was verified.

The alpha coefficient was computed in order to verify the reliability of each measure with which the validity was checked (Table 4). Consequently, values of almost measures were 0.7 or more, it can be said that the reliability was verified mostly.

Table.4

However, with 0.5, since only the value of the work behavior besides service was low, it was excluded, and below, the low rank measure of the career strategy set it to four. Furthermore, the average and standard deviation of each measure and the zero-order correlation coefficient between each measure was computed to Table 4.

Moreover, five career strategies except the work behavior besides service were classified according to the relation with an organization (Fig. 4).

Fig.4

In contents, self-nomination was considered as an organizational career strategy and career exploration was classified into a inter-organizational career strategy. Furthermore, since other strategies were harness to organizational career development and inter-organizational career development, they were considered as organizational and inter-organizational career strategies. <sup>2</sup>

### **The influence of inter-organizational career orientation to career strategies : Hypothesis 1**

In order to prove the hypothesis 1, hierarchical multiple regression analysis which makes inter-organizational career orientation as an independent variable and makes career strategies as dependent variables was performed (Table 5).

Table.5

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<sup>2</sup> Organizational and inter-organizational career strategies show career strategies which are executed both in organization and between organizations.

It supplied to multiple regression model at the 1st step by having made two control factors (sex and age) into independent variables, inter-organizational career orientation were added at the 2nd step, and it verified by performing F test of the increment of a coefficient of determination.

First, in order to test multicollinearity in multiple regression analysis, VIF (variance inflation factor<sup>2</sup>) was computed. Since VIF was in the limits of 1.12 to 1.21 at the 2nd step, it was judged that the danger was low.

It was shown clearly as a result of hierarchical regression analysis that inter-organizational career orientation influenced significantly all career strategies except career insight. That is, that inter-organizational career orientation is high had contributed to the rejection of self-nomination which is considered to be an organizational career strategy while promoting career exploration which is an inter-organizational career strategy. Therefore, it can be said that the hypothesis 1 was verified mostly.

#### **The influence of career attitudes toward the relation between inter-organizational career orientation and career strategies : Hypotheses 2-4**

In order to verify hypotheses 2-4, the hierarchical regression analysis which makes inter-organizational career orientation as an independent variable, makes career strategies dependent variables, and makes job involvement, career satisfaction, and career goal commitment moderators was performed (Table 6).



## Table.6

Variables were supplied in order of the following. At the 1st step, two control factors of sex and age, and inter-organizational career orientation were supplied. From the 2nd step (job involvement) to the 4th step (career goal commitment), career attitudes ('-1' of each step) and the interaction of inter-organizational career orientation and each career attitudes (similarly '-2') were supplied. The moderator effect was analyzed by the F test of the increment of the coefficient of determination by the injection of the interaction.

First, since it suited within the limits of 1.14 to 1.34 by '-1' of the 2nd step to the 4th step as a result of computing VIF for the detection of multicollinearity, it was judged that the danger was low.

Furthermore, although not set up by the hypothesis, almost all career attitudes had contributed to adoption of career strategies significantly independently from the analysis of the main effect<sup>(3)</sup> toward career strategies of career attitudes. Coming to adopt career strategies frequently is suggested, so that career attitudes improve. However, to career

exploration which is an inter-organizational career strategy, only job involvement had contributed significantly.

Next, as a result of analyzing the moderator effect, significant effects of career attitudes were detected by the 7 relations between the following inter-organizational career orientation and career strategies (except for significant tendency).

The moderator effect of job involvement to creating career opportunities

The moderator effect of job involvement to self-nomination

The moderator effect of job involvement to career insight

The moderator effect of career satisfaction to self-nomination

The moderator effect of career satisfaction to career insight

The moderator effect of career goal commitment to career insight

The moderator effect of career goal commitment to challenging work behavior

In the mentioned above, the tendency of an outline was illustrated from Fig. 5 to Fig. 11 by making about 20% of lower ranks into L group, having made about 20% of higher ranks of inter-organizational career orientation and each career attitude as H group. In addition, five points of all career strategies are the highest.

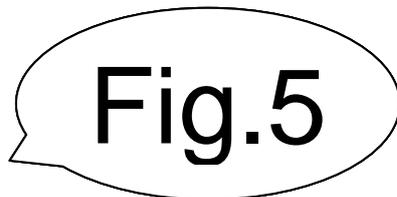


Fig.5

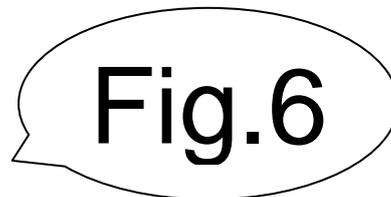


Fig.6

From Fig. 5, higher the extent of inter-organizational career orientation is, lesser employees execute creating career opportunities both a group with high job involvement and a group with low.

And the tendency is a little more remarkable in the group with high job involvement.

From Fig. 6, a group with high job involvement executes self-nomination, so that inter-organizational career orientation is high. On the contrary, a group with low job involvement does not execute self-nomination behavior, so that inter-organizational career orientation is high.

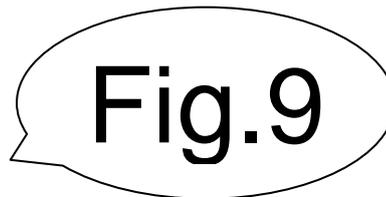


Fig.7

From Fig. 7, higher inter-organizational career orientation is, more frequent employees execute career insight both a group with high job involvement and a group with low. And the tendency is more remarkable in the group with high job involvement.

In the above result, on one hand, the height of job involvement promoted that adoption of the organizational

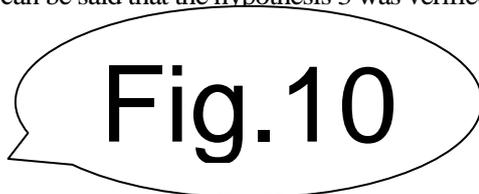
career strategy (self-nomination) and the organizational and inter-organizational career strategy (career insight) when inter-organizational career orientation was high. On the other hand, when inter-organizational career orientation was low, the height of job involvement promoted to some extent that adoption of the organizational and inter-organizational career strategy (creating career opportunities). However, the significant influence on a relation with the inter-organizational career strategy (career exploration) was not seen. Therefore, the hypothesis 2 was verified to the organizational career strategy considerably.



From Fig. 8, a group with high career satisfaction executes self-nomination, so that inter-organizational career orientation is high. On the contrary, a group with low career satisfaction does not execute self-nomination, so that inter-organizational career orientation is high.

From Fig. 9, higher inter-organizational career orientation is, more frequent employees execute career insight both a group with high career satisfaction and a group with low. And the tendency is a little more remarkable in a group with high career satisfaction.

In the above result, that career satisfaction is high was promoting adoption of organizational and inter-organizational career strategy (career insight), when inter-organizational career orientation was high. However, the significant influence on the relation with the inter-organizational career strategy (career exploration) was not seen. Therefore, it can be said that the hypothesis 3 was verified partially (setting to career insight).



From Fig. 10, higher inter-organizational career orientation is, more frequent employees execute career insight both a group with high career goal commitment and a group with low. And the tendency is more remarkable in a group with high career goal commitment.

From Fig. 11, a group with high career goal commitment does not execute challenging work behavior, so that inter-organizational career orientation is high. On the contrary, a group with low commitment has the tendency to execute challenging work behavior, so that inter-organizational career orientation is high.

In the above result, that career goal commitment is high promoted more adoption of the organizational and

inter-organizational career strategy (career insight), when inter-organizational career orientation was high. And when inter-organizational career orientation was low, it was promoting more adoption of the organizational and inter-organizational career strategy (challenging work behavior). However, the significant influence on the relation with the inter-organizational career strategy (career exploration) was not seen. Therefore, it can be said that the hypothesis 4 was verified partially (setting to career insight).

## **Discussion**

### **The influence of inter-organizational career orientation toward career strategies**

Results as hypotheses were obtained mostly as a whole. It means that the 'domain fit hypothesis' of Yamamoto (1996) was verified in new organizational behavioral concepts between career orientation and a career strategy. Moreover, the result that inter-organizational career orientation contributed not only to the rejection of the organizational career strategy but to that of the organizational and inter-organizational career strategies except for career insight was seen. It seems that employees' inter-organizational career orientation increase makes strategic importance shift only to the inter-organizational career strategy (career exploration) clearly probably because it reduces the recognition to the possibility of career development in the present affiliation organization. However, significant influence was not seen to career insight. This is a fundamental career strategy which also needs inter-organizational career development at the time of the first stage like self-analysis in job hunting. Therefore, it is thought that adoption of career insight did not fall significantly even if inter-organizational career orientation increased. A future re-verification is required for this point.

However, it is another problem whether these tendencies are desirable on inter-organizational career development. As OJT (On the Job Training) is indispensable in human resource development, foundations in case workers intend to attain some career goals by inter-organizational career development are in organizational career development. According to the Heisei 10 employment management investigation of the Ministry of Health, Labour and Welfare (2004), in a managerial position, clerical work, and the work-site-operations job, 'work experience' (career) has gone up to the higher rank as a serious consideration item at the time of employing a mid-career recruitment person (multiple answers). It is almost the case which has been cultivated by an organizational career strategy in the organization before turnover. That is, though inter-organizational career orientation increases, continuing taking the

organizational and inter-organizational career strategy, such as creating career opportunities or career insight (other than career exploration) in an affiliation organization, is connected with the remarkable inter-organizational career development. On the contrary, if they are neglected, the employment to the new position which can harness to capability may also become difficult. This point is different from turnover by acquisition of qualification, etc.

Moreover, it is required that concrete strategies about organizational career development which is executed for accumulating through opportunities such as the career management training, from youth's stage is discussed in organizations. It is because the importance of the market value of the skill which a worker has, or a career has been increasing recently. According to Kozasa (2001), young and excellent workers are interested in raising worth of the labor market from in-house evaluation. Thus, it will become sensitive to the self skill or the market value of a career, even if many workers of future don't consider turnover immediately. That is, it is thought that it will come an important point in employees' career development to connect career development strategies to evaluation of the career on the basis of the market value from now on. It becomes possible by connecting the results of career development of an employee (improvement in performance, etc.) to wages based on job evaluation (it having let promotion and reassignment) to bring close to career evaluation by the merit system reflecting the market value.

### **The influence of career attitudes to the relation between inter-organizational career orientation and career strategies**

First, although inter-organizational career orientation was high, it attracted attention that extent of career attitudes was promoting adoption of strategies (except for career exploration) in five of seven relations whose career attitudes had significant influence.<sup>(4)</sup> The tendency was especially clear to career insight and self-nomination. It is thought that career insight is the most fundamental career strategy on career development. And the exact grasp of self career based on the market value in the case of developing inter-organizational career is needed from organizational career which considers from the ease of carrying out of comparison with employees in the same period, etc., and is comparatively easy to grasp.

Moreover, self-nomination is considered to be a typical organizational career strategy. However, it is not unrelated to deployment of inter-organizational career at all. For example, in Watanabe (1992), the large majority of male workers of a metropolitan area who experienced turnover were executing job search according to human relations, namely, contacts. Thus, when it is supported by suitable career attitudes and develops inter-organizational career, self-nomination will be needed even if an object is not only an employee in the company, such as a superior official,

but a contact. Thus, it is thought that adoption of these two strategies is promoted when inter-organizational career orientation and career attitudes are high.

Second, the career strategy in which adoption was controlled conversely by it, so that career attitudes are high was clarified. That is, that career goal commitment is high controlled adoption of challenging work behavior when inter-organizational career orientation was high. And the tendency that job involvement is high controls adoption of creating career opportunities a little was seen. There is a common feature of executing new behaviors in these strategies. That is, when inter-organizational career orientation is high, it is suggested that the height of career attitudes has worked negatively to behaviors taken in everyday job execution and career development. Probably, when employees' inter-organizational career orientation is high, it is thought that their career goals are (or become) outside an organization. Therefore, for example, it is thought that there is no challenging work behavior for goal attainment then in the present affiliation organization, and it is going to take it in the organization after turnover, so that career goal commitment is high. However, these are important behaviors which harness to the improvement in performance of an organization. Therefore, whether generally this point is realized is the subject which will need re-verification from now on human resource management.

Thirdly, career attitudes which promote the career exploration behavior which is a typical inter-organizational career strategy were not seen. Although career exploration was measured only by the collection of turnover information in this research, it is thought that career exploration, such as an information quantity and a focus, needed to be caught on many sides so that the measure of Stumpf, Colarelli, & Hartman (1983) may see. However, as a result of analyzing the main effect of career attitudes (Table 6), job involvement had contributed to adoption of career exploration independently. Probably because the height of involvement to the work itself, it compared with leisure etc., was career attitude whose relation with the evaluation to an affiliation organization is not necessarily strong, promoting career exploration which searches for the job which is 'good' for the self was suggested.

### **Proposal on human resource management and future research subject**

I want to propose the following points on organizational human resource management from the knowledge acquired by this research. While inter-organizational career orientation increases socially and the dry relation between an organization and an individual is generalized, an organization also needs to consider that adoption of career strategy as career self-control is promoted how in an employee individual's everyday work behavior. Training of career self-control is not specifically carried out aimlessly, but it decides upon a clear grand design and the clear contents, and

executing systematically the design of the still more nearly other human resource management system in the viewpoint of employees' self-initiative is called for. For example, it is serious consideration of self development in faculty development. By combining them organically, it is thought that it leads to construction of organizational culture which promotes career self-control.

Furthermore, I want to point the followings as a future research subject.

The 1st point is an analysis according to attribute-factor. Although it bundled up as a control factor and being supplied in this research, it is necessary to analyze the relation between inter-organizational career orientation and career strategies according to attribute-factors. For example, the tendency for a woman to execute career exploration from a man and not to execute other career strategies is strong (Table 4). Similarly, although inter-organizational career orientation is high, career attitudes are in a low tendency in women (Table 4). Thus, the difference in the relation may be large by sex. Age, etc. are the same.

The 2nd point is implementation of the longitudinal designed research. It will be necessary to corroborate the causal relationship that the increase of inter-organizational career orientation will connect what kind of career strategy by a longitudinal research design.

## Notes

(1) 'Intention to search for alternatives' etc. of Fig. 1 is included in career exploration.

(2) VIF (variance inflation factor)

Chatterjee & Price (1977) argues that multiple has not generated in multiple regression analysis in the case that VIF which is calculated as follows is no more than 10.

$VIF_j = 1 / (1 - R_j^2) \leq 10$  ( $R_j^2$ : coefficient of determination)

(3) Coefficient of determination in the 1st step and those of the 2nd to the 4th step were compared in multiple regression analysis. Indication of significance is referred to the parenthesis of the 1st  $R^2$  of each step.

(4) It came out to self-nomination which is a typical organizational career strategy that the strongest moderator effect of career attitudes was seen between inter-organizational career orientation and career strategies.

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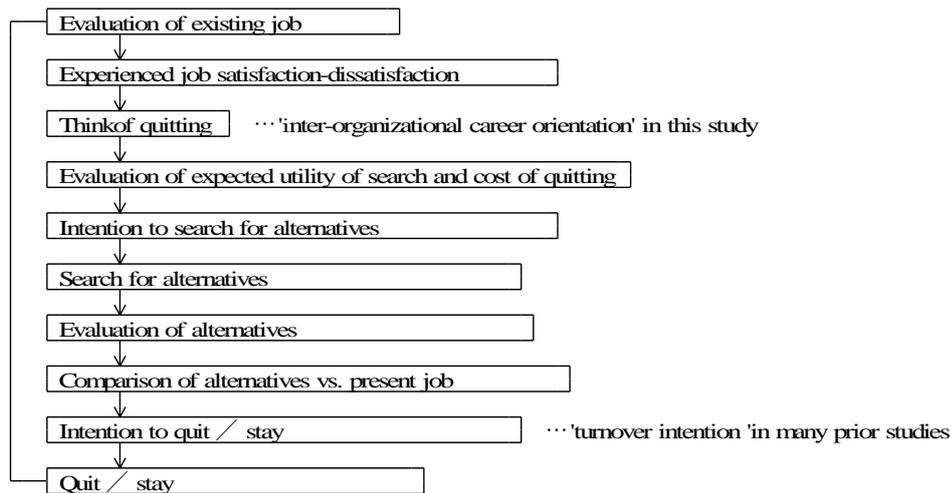
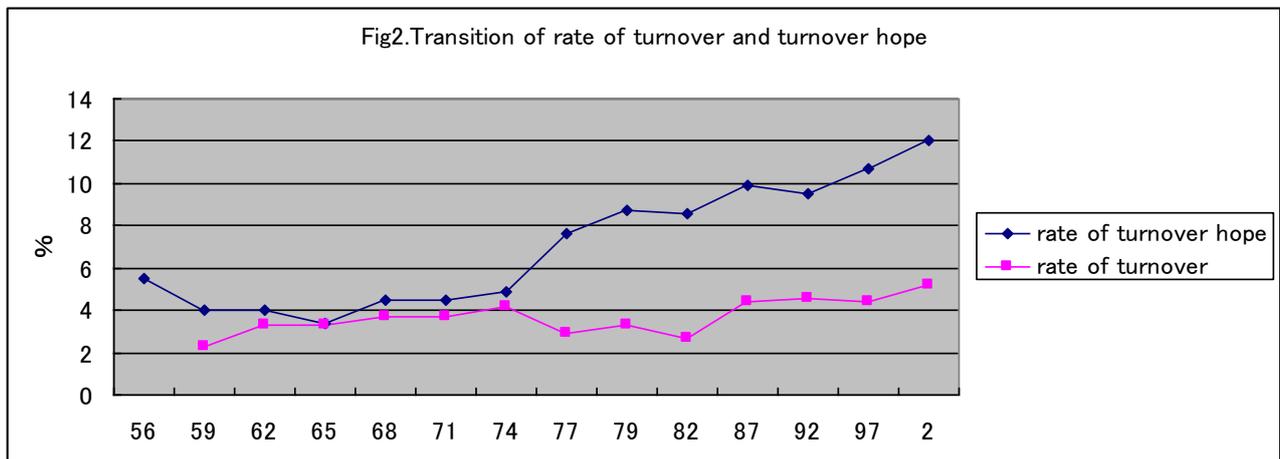


Fig.1 The Employee Turnover Decision Process

Source : Mobley,W.H. 1977 Intermediate linkages in the relationships between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62, 238.



Notes: The rate of turnover shows the ratio of the number of workers who changed their jobs for the past one year to the number of workers. The rate of turnover hope shows the ratio of the number of workers who hopes turnover to the number of workers. It creates based on Basic Survey on Wage Structure of Ministry of Public Management, Home Affairs, Posts and Telecommunications.

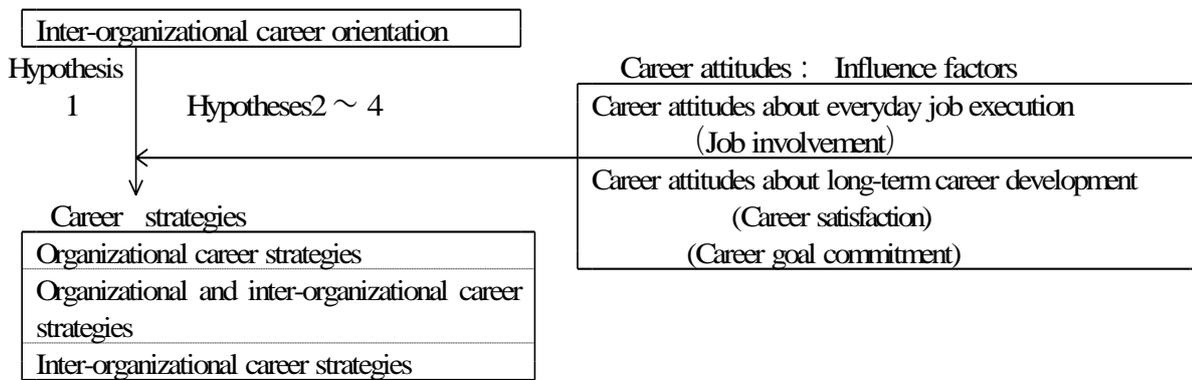


Fig. 3. Hypothetical Conceptual Figure

Table 1  
Subjects Profile

Variables	Mean (SD)	Variables	Mean (SD)	Variables	Mean (SD)
Age	34.4 (10.6)	Assignment tenure	4.4 (5.2)	Organizational tenure	10.2 (9.5)
Variables	Number (ratio : %)				
Sex	male 254 (69.6) , female 111 (30.4)				
Function	sales 100 (27.4), general affairs 51 (14.0), personnel or industrial relations 43 (11.8), physical distribution 35 (9.6), accounting or finance 24 (6.6), information processing 16 (4.4), management planning 15 (4.1), public relations 11 (3.0), quality control 8 (2.2), engineering 7 (1.9), international or export / import 4 (1.1), loan 4 (1.1), information and research 3 (0.8), secretariate 3 (0.8), research and development 2 (0.5), purchase 1 (0.3), other 38 (10.4)				
Position	above the director 27 (7.4), deputy gneral manager 10 (2.8), manager 34 (9.3), deputy manager 22 (6.0), assistant manager or chief 82(22.4) general-duties grade 180 (49.3) and professionals - in addition to this -- 10 (2.8)				
Education	junior high school 1 (0.3), high school 64 (17.5), vocational school 33 (9.1), junior college 37 (10.1), above the university 225 (61.6), the others 5 (1.4)				
Turnover experience	experienceless 273 (74.8) , experienced 92 (25.2)				

Note. N = 365

Table 2  
Factor Loadings of Career Strategy Items

Item	Factor					Com
	1	2	3	4	5	
I build a network of friendships in the deferent workplace in order to harness in a future career development, and it is maintained	<u>.74</u>	-.17	.12	.13	-.18	.45
I try hard to extend external connections in order to harness in future career goal,	<u>.64</u>	-.07	.35	.02	-.07	.69
I study that attaches skill required for my future career goals	<u>.60</u>	.01	-.05	.09	.20	.62
I pay attention to the new trend in my work domain, and it is practiced concretely	<u>.58</u>	.12	-.17	.31	.05	.59
I perform important works more eagerly which influences my career from a routine work	<u>.55</u>	.21	-.04	-.03	.10	.58
I have a specific plan for achieving my career goals	<u>.55</u>	.23	.24	-.20	-.06	.55
I report and appeal accomplishments on my work positively to my superior official	-.20	<u>.77</u>	.13	.19	-.02	.64
I work often harder than usual work when I know the results will be seen by my superior official.	.25	<u>.73</u>	-.13	-.12	.06	.53
I try to present myself as being a person who "gets things done" for the circumference	.04	<u>.65</u>	.26	-.03	-.14	.60
I check my accomplishments on my work continuously	.03	<u>.64</u>	-.03	.05	.20	.56
I try to tell my career goals to those who can trust it and make a means to rally myself.	.02	<u>.57</u>	.28	.12	-.02	.65
I have discussed my career goals with my superior official	-.15	.02	<u>.71</u>	.16	.12	.54
I have asked my superior official to discuss my specific skill strengths and weaknesses	.19	.04	<u>.69</u>	-.22	.14	.48
I try to make my superior official aware of my aspirations and career goals	.28	.24	<u>.53</u>	.07	-.15	.63
I have asked coworkers my accomplishments on my work	-.07	.18	<u>.43</u>	.08	.29	.61
I have proposed doing work required for my career	.22	-.13	<u>.41</u>	.39	.23	.66
I correspond to various change in my work comparatively easily	-.00	.08	-.04	<u>.77</u>	-.23	.60
I always search for and propose innovative ideas, the procedure of new work, etc.	.18	-.10	.07	<u>.64</u>	.14	.64
I have joined professional organizations releted to attainment of my career goals	-.05	.07	.26	<u>.56</u>	-.04	.58
I take over positively also at the work by which serious responsibility is accompanied	.35	.19	-.21	<u>.47</u>	.08	.59
I take my work home with me frequently	-.06	-.05	.12	.00	<u>.75</u>	.46
I spend considerable time thinking about my job outside of normal work hours	.03	.08	.11	-.14	<u>.69</u>	.52
Correlation been factors by the oblique rotation	—					
F actor2	.47					
F actor3	.33	.39				
F actor4	.42	.38	.25			
F actor5	.31	.31	.24	.26		
Eigenvalue	1.86	1.62	1.19	1.07	1.02	

Note. N = 365.

Com : Communalities

Table 3  
Factor Loadings of Items of Inter-organizational Career Orientation and Career Attitudes

Item	F actor				
	1	2	3	4	Com
The major satisfaction in my life comes from my job	.87	.03	.09	.00	.86
The most important things that happen to me involve my work	.84	.04	.04	-.07	.84
I feel definite aim in life for the life based on work.	.77	.00	-.09	.04	.69
I am filling work with passion very much.	.51	-.01	-.33	.19	.67
I am satisfied with the progress I have made toward meeting my overall career goals	.04	.93	.21	-.15	.65
I am satisfied with the success I have achieved in my career	.09	.77	-.07	-.04	.73
My career until now is developing continuously towards a goal as a whole	-.04	.68	-.17	.17	.71
My career until now is stepping up towards a goal	-.06	.53	-.19	.36	.69
I want to change my employment in the company different from present	.05	.02	.97	.07	.71
I want to resign from the present company	-.05	.01	.93	.07	.78
I want to surely attain my career goal	.00	-.10	.02	.93	.73
I have a specific career goal	.03	.05	.14	.87	.69
Correlation between factors by the oblique rotation					
F actor 2	—				
F actor 3	.47				
F actor 4	-.43 -.37				
Eigenvalue	.41 .43 -.38				
	5.18 1.37 1.13 1.07				

Note. N = 365.

Com : Communalities

Table 4  
Mean, Standard Deviations, Reliabilities, and Correlation Coefficients among Variables

Variables	Mean	SD	$\alpha^a$	1	2	3	4	5	6	7	8	9	10	11	12
1. Sex <sup>b</sup>	1.30	.46	—	—											
2. Age	34.35	10.55	—	-.32											
3. Inter-organizational career orientation	2.49	1.14	.86	.18	-.32										
4. Job involvement	2.82	.90	.82	-.23	.31	-.46									
5. Career satisfaction	2.87	.77	.81	-.21	.21	-.40	.57								
6. Career goal commitment	2.93	.93	.71	-.31	.05	-.24	.42	.47							
7. Creating career opportunities	2.97	.74	.80	-.31	.14	-.22	.47	.49	.63						
8. Self nomination	2.80	.79	.82	-.27	.12	-.24	.46	.45	.54	.61					
9. Career insight	2.53	.83	.79	-.27	.15	-.10	.41	.37	.52	.61	.64				
10. Challenging work behaviors	3.09	.77	.69	-.32	.24	-.27	.47	.53	.42	.63	.54	.52			
11. Work behavior besides service	2.59	1.00	.50	-.20	.14	-.07	.34	.19	.34	.33	.37	.43	.24		
12. Career exploration	2.55	1.33	—	.15	-.15	.37	-.07	-.13	-.08	-.02	-.03	.02	-.04	-.01	—

Note. N = 365.

<sup>a</sup> It was calculated the coefficient alpha in variables which were measured above two items.

<sup>b</sup> 0 = man, 1 = woman



Fig.4. Notional Classification of Career Strategies by Relation with Organization

Table 5  
The Influence of Inter-Organizational Career Orientation to Career Strategies

Career strategies	Creating Career Opportunities	Self-Nomination	
Regression models	R <sup>2</sup> (adjusted) <sup>a</sup>	R <sup>2</sup> (adjusted)	
1.sex age	.090	.071	
2.sex age IOCO <sup>a</sup>	.116(-.17) <sup>b</sup> }***	.107(-.21) <sup>b</sup> }***	
Career strategies	Career Insight	Challenging Work Behavior	Career Exploration
Regression models	R <sup>2</sup> (adjusted)	R <sup>2</sup> (adjusted)	R <sup>2</sup> (adjusted)
1.sex age	.072	.122	.028
2.sex age IOCO	.071(-.04)	.153(-.19) <sup>b</sup> }***	.134(.35) <sup>b</sup> }***

Note. N = 365. ; IOCO = Inter-Organizational Career Orientation

<sup>a</sup>All R<sup>2</sup> were significant under one % level of significance.

<sup>b</sup>Numbers in parentheses indicate standardized partial regression coefficients,  $\beta$  -weight, of added career intention between organizations.

\*\*\*  $p < .001$ .

Table 6

The Influence of Career Attitudes toward the Relation between Inter-Organizational Career Orientation and Career Strategies

Career strategies		Creating Career Opportunities	Self-Nomination
Regression models		R <sup>2</sup> (adjusted) <sup>a</sup>	R <sup>2</sup> (adjusted)
1. sex age IOCO		.116	.107
2-1.sex age IOCO JI		.262 (.44 <sup>***b</sup> ) <sup>***</sup>	.242 (.43 <sup>***b</sup> ) <sup>***</sup>
2-2.sex age IOCO JI IOCO × JI		.277 (.34)	.293 (.60)
3-1.sex age IOCO CS		.277 (.44 <sup>***b</sup> ) <sup>*</sup>	.233 (.39 <sup>***b</sup> ) <sup>***</sup>
3-2.sex age IOCO CS IOCO × CS		.282 (.26)	.260 (.53)
4-1.sex age IOCO CGC		.407 (.58 <sup>***b</sup> )	.312 (.49 <sup>***b</sup> )
4-2.sex age IOCO CGC IOCO × CGC		.405 (.00)	.312 (.13)
Career strategies		Career Insight	Challenging Work Behavior
Regression models		R <sup>2</sup> (adjusted)	R <sup>2</sup> (adjusted)
1.sex age IOCO		.071	.153
2-1.sex age IOCO JI		.206 (.43 <sup>***b</sup> ) <sup>***</sup>	.264 (.39 <sup>***b</sup> )
2-2.sex age IOCO JI IOCO × JI		.238 (.48)	.265 (.13)
3-1.sex age IOCO CS		.169 (.35 <sup>***b</sup> ) <sup>*</sup>	.329 (.46 <sup>***b</sup> )
3-2.sex age IOCO CS IOCO × CS		.180 (.36)	.327 (.00)
4-1.sex age IOCO CGC		.289 (.50 <sup>***b</sup> ) <sup>*</sup>	.247 (.33 <sup>***b</sup> ) <sup>***</sup>
4-2.sex age IOCO CGC IOCO × CGC		.298 (.31)	.271 (-.48)
Career strategies		Career Exploration	
Regression models		R <sup>2</sup> (adjusted)	
1.sex age IOCO		.134	
2-1.sex age IOCO JI		.148 (.15 <sup>**b</sup> )	
2-2.sex age IOCO JI IOCO × JI		.148 (-.13)	
3-1.sex age IOCO CS		.133 (.04)	
3-2.sex age IOCO CS IOCO × CS		.131 (-.09)	
4-1.sex age IOCO CGC		.132 (.03)	
4-2.sex age IOCO CGC IOCO × CGC		.130 (-.05)	

Note. N = 365. ; IOCO = Inter-Organizational Career Orientation ; JI = Job Involvement ; CS = Career Satisfaction ; CGC = Career Goal Commitment

<sup>a</sup>All R<sup>2</sup> were significant under one % level of significance.

<sup>b</sup>Numbers in parentheses indicate standardized partial regression coefficients,  $\beta$  -weight, of added career intention between organizations.

\*<sup>a</sup> p < .10

\* p < .05

\*\* p < .01

\*\*\* p < .001

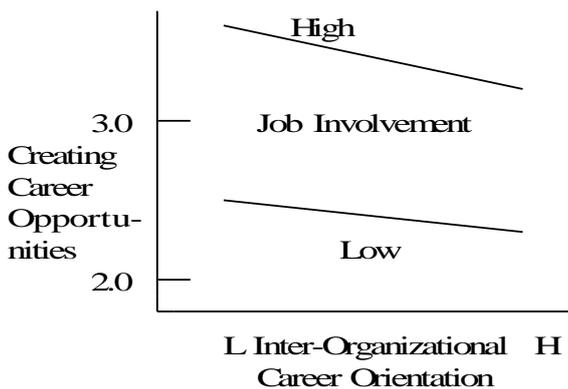


Figure 5. Moderator Effects of Job Involvement between Inter-Organizational Career Orientation and Creating Career Opportunities

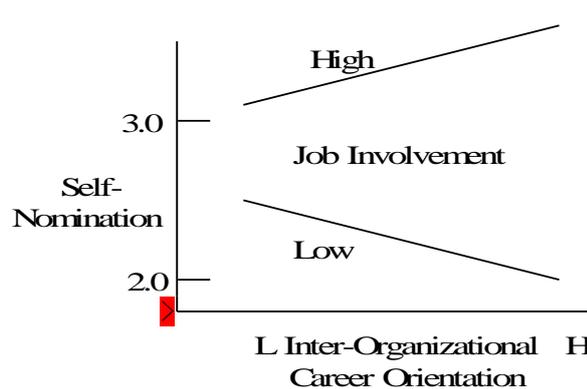


Figure 6. Moderator Effects of Job Involvement between Inter-Organizational Career Orientation and Self-Nomination

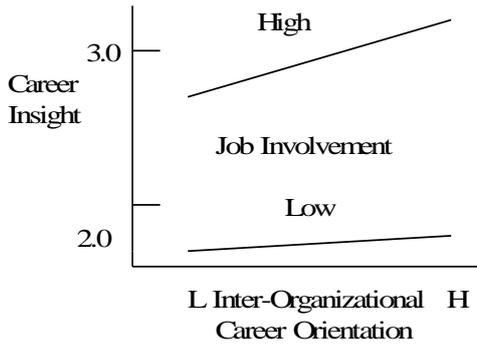


Figure 7. Moderator Effects of Job Involvement between Inter-Organizational Career Orientation and Career Insight

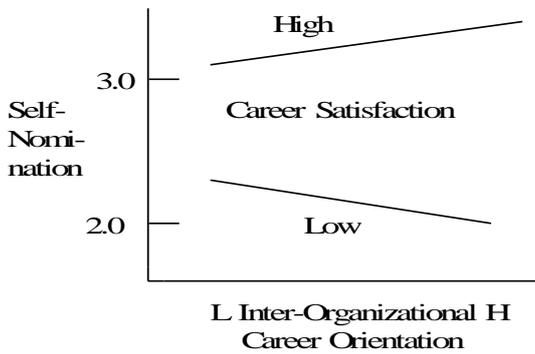


Figure 8. Moderator Effects of Career Satisfaction between Inter-Organizational Career Orientation and Self-Nomination

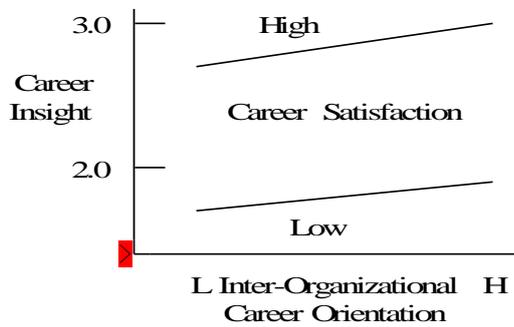


Figure 9. Moderator Effects of Career Satisfaction between Inter-Organizational Career Orientation and Career Insight

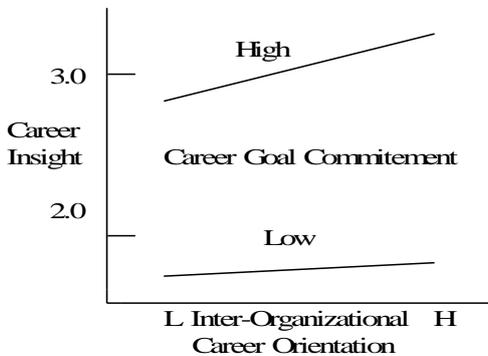


Figure10. Moderator Effects of Career Goal Commitment between Inter-Organizational Career Orientation and Career Insight

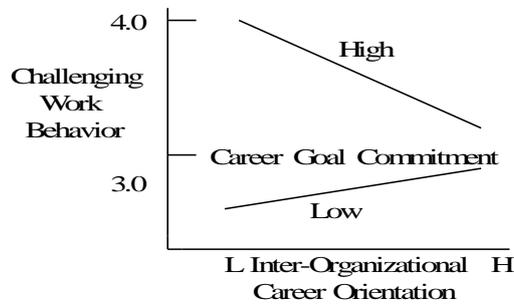


Figure11. Moderator Effects of Career Goal Commitment between Inter-Organizational Career Orientation and Challenging Work Behavior