

Influential Article Review - Negative Shocks Can Inspire People to Focus On Opportunities

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This paper examines innovation. We present insights from a highly influential paper. Here are the highlights from this paper: By responding to the call for research on negative career shocks and future time perspective, this study regarded internal social capital as a tool of resource retention which shifts attention to negative career shocks' positive effects. We test a moderated mediation model which illustrates the effect of negative career shocks on focus on opportunities—positive dimension of occupational future time perspective. Results revealed that internal social capital acts as the mediator between negative career shocks and focus on opportunities, and organizational embeddedness moderates the mediation effect. The relationship is stronger when individuals are highly embedded in organizations. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Career shocks, Future time perspective, Focus on opportunities, Internal social capital, Organizational embeddedness

SUMMARY

- There has been studies on how career shocks influence voluntary turnover. We examine the effects of career shocks on occupational future time perspective because the study about antecedents of occupational future time perspective is especially rare and the underlying mechanism is not clear.
- We obtain a novel result showing that negative career shocks can motivate people to be open for future career development through internal social capital. This positive effect was unexpected since negative career shocks usually generate negative effects such as turnover .
- This research shows the mechanisms by which negative career shocks motivate individuals to focus on opportunities and under what circumstances this effect exists. We incorporated negative career shocks within a conservation of resources theory framework in response to a calls for the use of this theory to study career shocks . We demonstrate the significance of internal social capital as a mediator of the negative relationship of career shocks to focus on opportunities by using the conservation of resource theory to explain the resource loss and retention.
- The first limitation is that our research is conducted in Chinese culture. Since China is a highly collectivistic country, relationship or guanxi plays an important role in workplace. Internal social

capital and organizational embeddedness both are crucial for employees. This may help to support the effects whereas in other individualist countries this mechanism may not work. Future studies can test this mechanism in other cultures, exploring whether building social relationships is useful for retaining psychological resources. In addition, our study only focuses on internal social capital, while external social capital can also be a supplemental resource to individuals. Based on a perspective within the organization, this study concerns only individuals' internal social capital so as to discuss the moderating effect of organizational embeddedness on the relationship between internal social capital and focus on opportunities. Future studies should be conducted from a different perspective to understand the functions of external social capital in the process of career shocks.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Feng, J., Zhou, W., Li, S., & Li, M. (2019). Obstacles open the door — Negative shocks can motivate individuals to focus on opportunities. *Frontiers of Business Research in China*, 13(1), 1–17.

This is the link to the publisher's website:

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INTRODUCTION

Recent career research has argued that career development is becoming more dynamic, complex, unpredictable and flexible (Vuori and Okkonen 2012; Baruch 2004). The increasingly complex and unpredictable nature of contemporary careers will be accompanied by increased unpredictable career events such as layoffs, bankruptcy or family issues that may change an individual's career path. In research, these events are represented by terms such as happenstance, serendipity, or chance events (Miller 1983; Betsworth and Hansen 1996; Bright et al. 2005; Akkermans et al. 2018). Hirschi (2010) indicates that such major events that happen in people's lives have a significant impact on their career paths. Shocks (e.g. an important mentor or colleague's departure or organizational change) have been shown to predict organizational turnover (Hom et al. 2017; Lee et al. 2017; Seibert et al. 2013), and better clarify why people leave or stay.

Lee and Mitchell (1994) proposed career shock as a jarring event that evokes a person to pause and think about the meaning of their jobs and in turn, provokes some considerations of leaving their jobs. Recently, Akkermans et al. (2018) described career shock as a disruptive and extraordinary event. Shocks can be positive, neutral or negative, expected or unexpected, and personal or organizational (Holtom et al. 2005). As one of the most important factors predicting employees' voluntary turnover, career shock has been proven to influence individuals' work behaviors and career planning (Burton et al. 2010; Holtom et al. 2005), and alter employee's career path (Bright et al. 2005). However, not enough attention has been paid to individual career trajectories in this (Akkermans et al. 2018). Hence, investigating the role of career shocks on individuals' career decision-making can help organizations to predict work behaviors such as work engagement, performance, and turnover.

Future time perspective is a core construct in socioemotional selectivity theory (Carstensen et al. 1999), and is defined as an individual's "subjective sense of future time" (Carstensen, 2006). From socioemotional selectivity theory, age is the major factor to predict future time perspective (Fung et al. 2001), and younger adults focus more on opportunities compared to older adults (Zacher & de Lange, 2011). Occupational future time perspective is conceptually distinguished in two related dimensions, "perceived remaining time" and "focus on opportunities." Perceived remaining time is defined as individuals' perception of restrictions in future career and concentration on losses and limitations. Focus on opportunities is defined as individuals' perceptions of new work-related goals and possibilities that are foreseen in the future (Zacher and Frese, 2009). Researchers have supported the relationship between

occupational future time perspective and job related outcomes, such as career maturity, career planning and career decidedness (e.g. Taber and Blankemeyer 2015). The way how individuals perceive their future can influence their career decisions, career maturity (Cheng et al. 2016), job satisfaction (Weikamp and Göritz 2016), occupational self-efficacy, career commitment and turnover intention (Park and Jung 2015). However, there is a lack of research in how constraining job factors such as negative life events and hindering job demands impact employees' future time perspective (Rudolph et al., 2018). Examining and discussing constraining job factors as antecedents can enrich the understanding of future time perspective.

Our study aims to examine the effect of negative career shocks for three reasons. First, in daily life, people believe that the more positive life events, the better. However events evoke different emotional intensities, so more may not always be better (Seta et al. 2008). Researchers suggest that “bad is better than good,” and suggest that negative events may exert stronger influence on an individual's career development by providing greater motivation compared with positive events (Baumeister et al. 2001; Larsen and Ketelaar 1991; Holtom et al. 2012). Second, previous research indicates that, due to the effect of mood, each person can react differently towards negative shocks (Weiss and Cropanzano 1996), so that rather than reducing work effort, highly embedded employees are possible to re-focus on the job and increase organizational citizenship behavior (OCB) after experiencing negative shocks (Burton et al. 2010). Last but not least, negative shocks appear more often than positive shocks (Holtom et al. 2012). People may not be sensitive to positive shocks, but are sensitive to negative shocks. Therefore, discovering the effects of negative shocks can advance the research and theory in career development.

Exploring the predictors of both dimensions of occupational future time perspective is very important (Henry et al., 2017; Rudolph et al. 2018). However, the predictors of focus on opportunities are lacking in current research. Job complexity and job control are the main antecedents that has been studied so far (Zacher and Frese 2009, 2011; Rudolph et al. 2018). In order to find the antecedents of focus on opportunities, we proposed and tested a moderated mediation model in which we posit that negative shocks indirectly influence people' s future time perspective through the effect of social capital, and organizational embeddedness acts as a boundary condition of this relationship. Fig. 1 presents our proposed research model.

CONCLUSION

This research responds to the call for study in career shocks using conservation of resources theory (Akkermans et al. 2018), and separating future time perspective into two separate dimensions (Rudolph et al., 2018; Cate and John 2007; Henry et al., 2017). While negative career shocks may not directly motivate individuals to focus on opportunities, internal social capital could mediate the effect, with highly organizationally embedded employees experiencing this indirect effect more strongly.

APPENDIX

FIGURE 1 PROPOSED RESEARCH MODEL

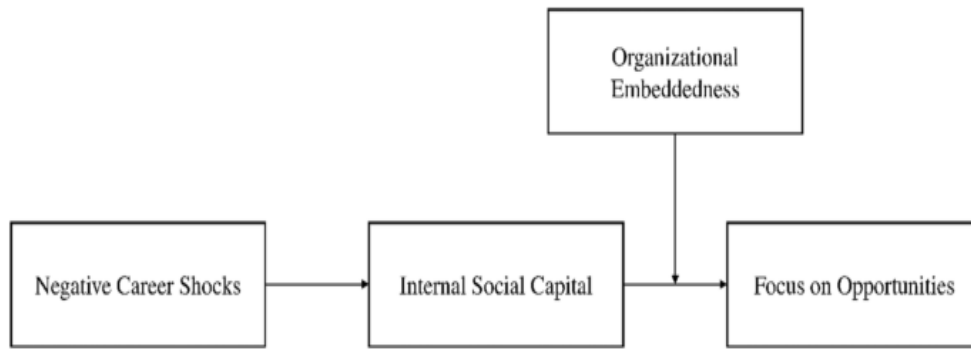
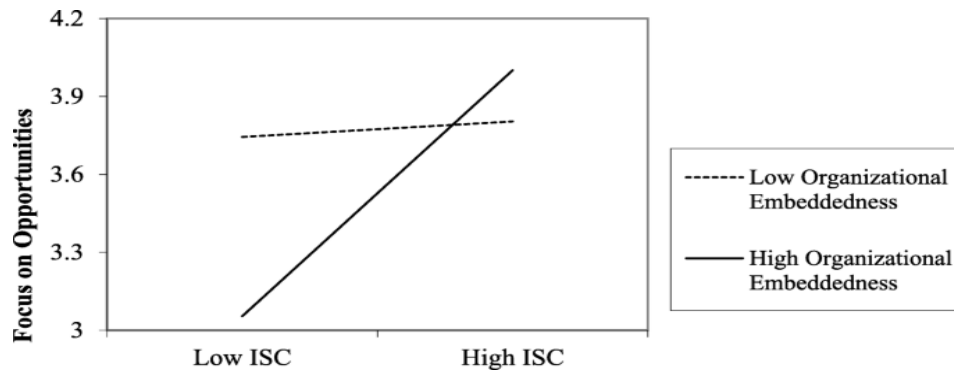


FIGURE 2
INTERACTIVE EFFECT BETWEEN INTERNAL SOCIAL CAPITAL AND ORGANIZATIONAL EMBEDDEDNESS ON FOCUS ON OPPORTUNITIES



Notes. Low organizational embeddedness and low internal social capital were defined as at least one standard deviation below the mean; high organizational embeddedness and high internal social capital were defined as at least one standard deviation above the mean. High numbers indicated more focus on opportunities. ISC = internal social capital

TABLE 1
DESCRIPTIVE STATISTICS AND CORRELATIONS (N = 210)A

		Mean	SD	1	2	3	4	5	6	7	8	9	10
1	Gender	1.69	0.47	1.00									
2	Age	31.28	5.44	-0.01	1.00								
3	Tenure	7.88	5.89	-0.02	0.92**	1.00							
4	Education	3.35	1.29	0.04	0.22**	-0.02	1.00						
5	Company scale	3.33	0.73	0.07	-0.12	-0.09	-0.04	1.00					
6	Company type	3.30	2.04	-0.04	-0.21**	-0.15*	-0.25**	0.11	1.00				
7	NCS	0.81	0.39	-0.09	-0.11	-0.11	0.00	0.08	0.18**	1.00			
8	ISC	3.47	0.82	-0.06	-0.10	-0.09	-0.11	-0.05	0.13	0.19**	1.00		
9	FTP-O	3.45	0.92	-0.03	-0.23**	-0.24**	0.03	-0.04	0.12	0.16*	0.27**	1.00	
10	OE	3.37	0.77	0.04	0.03	0.04	0.01	0.11	-0.06	-0.15*	0.01	-0.13	1.00

aNotes. NCS = negative career shocks. ISC = internal social capital. FTP-O = focus on opportunities of future time perspective. OE = organizational embeddedness. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

TABLE 2
CFA OF THE ITEMS (N = 210)

	χ^2	df	χ^2/df	SRMR	CFI	TLI	RMSEA
CFA-three factors	39.75	24	1.66	0.05	0.96	0.94	0.06
CFA-two factors	247.63	26	9.52	0.14	0.41	0.19	0.20
CFA-one factor	284.64	27	10.54	0.16	0.32	0.09	0.21

TABLE 3
REGRESSION RESULTS FOR TESTING MEDIATION IN HYPOTHESIS 1A

Variable and statistic	Outcome: Internal social capital	Outcome: Focus on opportunities
Constant	3.43***	2.86***
Gender	-0.08	-0.02
Age	0.02	-0.02
Tenure	-0.03	-0.01
Education	-0.15	0.10
Negative career shocks	0.38**	0.21
Internal social capital		0.27***
F	2.48	5.22
R ²	0.06	0.13

aNotes. Bootstrap sample size = 5000. Results were reported after controlling for age, gender, tenure, education and perceived remaining time. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

TABLE 4
MODERATED MEDIATION RESULTS FOR CAREER SHOCKS ACROSS LEVELS OF ORGANIZATIONAL EMBEDDEDNESS A

Moderator	Level	Effect	Boot SE	Boot LLCI	Boot ULCI
Organizational embeddedness	-1 SD (-.77)	0.03	0.05	-0.03	0.16
	0.00	0.09	0.05	0.02	0.23
	+1 SD (.77)	0.16	0.08	0.03	0.36

aNotes. Bootstrap sample size = 5000. Results were reported after controlling for age, gender, tenure, education and perceived remaining time

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

Investigaciones de carrera recientes han argumentado que el desarrollo profesional se está volviendo más dinámico, complejo, impredecible y flexible (Vuori y Okkonen 2012; Baruch 2004). La naturaleza cada vez más compleja e impredecible de las carreras contemporáneas irá acompañada de un aumento de los eventos profesionales impredecibles, como despidos, bancarota o problemas familiares que pueden cambiar la trayectoria profesional de cada individuo. En la investigación, estos eventos están representados por términos tales como ocurrencia, serendipidad, o eventos casuales (Miller 1983; Betsworth y Hansen 1996; Bright et al. 2005; 2018). Hirschi (2010) indica que eventos tan importantes que ocurren en la vida de las personas tienen un impacto significativo en sus trayectorias profesionales. Se ha demostrado que los shocks (por ejemplo, la salida o el cambio organizativo de un importante mentor o colega) predicen el volumen de negocios de la organización (Hom et al. 2017; Lee et al. 2017; 2013), y aclarar mejor por qué la gente se va o se queda.

Lee y Mitchell (1994) propusieron el shock profesional como un evento inquietante que evoca a una persona a hacer una pausa y pensar en el significado de sus trabajos y, a su vez, provoca algunas consideraciones de dejar sus trabajos. Recientemente, Akkermans et al. (2018) describieron el shock profesional como un evento disruptivo y extraordinario. Los shocks pueden ser positivos, neutros o negativos, esperados o inesperados, y personales u organizativos (Holtom et al. 2005). Como uno de los factores más importantes que predicen la rotación voluntaria de los empleados, se ha demostrado que el shock profesional influye en los comportamientos laborales y la planificación profesional de las personas (Burton et al. 2010; 2005), y alterar la trayectoria profesional de los empleados (Bright et al. 2005). Sin embargo, no se ha prestado suficiente atención a las trayectorias profesionales individuales en esto (Akkermans et al. 2018). Por lo tanto, investigar el papel de los shocks profesionales en la toma de decisiones profesionales de las personas puede ayudar a las organizaciones a predecir comportamientos laborales como la participación en el trabajo, el desempeño y la rotación.

La perspectiva del tiempo futuro es una construcción fundamental en la teoría de la selectividad socioemocional (Carstensen et al. 1999), y se define como el "sentido subjetivo del tiempo futuro" de un individuo (Carstensen, 2006). A partir de la teoría de la selectividad socioemocional, la edad es el factor principal para predecir la perspectiva del tiempo futuro (Fung et al. 2001), y los adultos jóvenes se centran más en las oportunidades en comparación con los adultos mayores (Zacher & de Lange, 2011). La perspectiva ocupacional del tiempo futuro se distingue conceptualmente en dos dimensiones relacionadas, "tiempo restante percibido" y "enfoque en las oportunidades". El tiempo restante percibido se define como la percepción de las personas sobre las restricciones en la carrera futura y la concentración en las pérdidas

y limitaciones. El enfoque en las oportunidades se define como la percepción de los individuos de las nuevas metas y posibilidades relacionadas con el trabajo que se prevén en el futuro (Zacher y Frese, 2009). Los investigadores han apoyado la relación entre la perspectiva ocupacional del tiempo futuro y los resultados relacionados con el trabajo, como la madurez de la carrera, la planificación de la carrera y la determinación de la carrera (por ejemplo, Taber y Blankemeyer 2015). La forma en que las personas perciben su futuro puede influir en sus decisiones profesionales, la madurez profesional (Cheng et al. 2016), la satisfacción laboral (Weikamp y Goritz 2016), la autoeficacia ocupacional, el compromiso profesional y la intención de rotación (Park y Jung 2015). Sin embargo, hay una falta de investigación en cómo restringir los factores laborales como los eventos negativos de la vida y obstaculizar las demandas laborales afectan la perspectiva de tiempo futuro de los empleados (Rudolph et al., 2018). Examinar y discutir los factores de trabajo que limitan los factores de trabajo como antecedentes puede enriquecer la comprensión de la perspectiva del tiempo futuro.

Nuestro estudio tiene como objetivo examinar el efecto de los shocks negativos de carrera por tres razones. Primero, en la vida diaria, la gente cree que cuanto más positivos sean los acontecimientos de la vida, mejor. Sin embargo, los eventos evocan diferentes intensidades emocionales, por lo que más no siempre puede ser mejor (Seta et al. 2008). Los investigadores sugieren que "lo malo es mejor que el bueno", y sugieren que los eventos negativos pueden ejercer una mayor influencia en el desarrollo profesional del individuo al proporcionar una mayor motivación en comparación con los eventos positivos (Baumeister et al. 2001; Larsen y Ketelaar 1991; 2012). En segundo lugar, investigaciones anteriores indican que, debido al efecto del estado de ánimo, cada persona puede reaccionar de manera diferente a los shocks negativos (Weiss y Cropanzano 1996), de modo que en lugar de reducir el esfuerzo de trabajo, los empleados altamente integrados son capaces de volver a centrarse en el trabajo y aumentar el comportamiento de la ciudadanía organizacional (OCB) después de experimentar choques negativos (Burton et al. 2010). Por último, pero no menos importante, los choques negativos aparecen más a menudo que los shocks positivos (Holtom et al. 2012). Es posible que las personas no sean sensibles a los shocks positivos, pero son sensibles a los shocks negativos. Por lo tanto, descubrir los efectos de los shocks negativos puede avanzar en la investigación y la teoría en el desarrollo profesional.

Explorar los predictores de ambas dimensiones de la perspectiva ocupacional del tiempo futuro es muy importante (Henry et al., 2017; 2018). Sin embargo, los predictores de enfoque en las oportunidades carecen de investigación actual. La complejidad del trabajo y el control de puestos de trabajo son los principales antecedentes que se han estudiado hasta ahora (Zacher y Frese 2009, 2011; 2018). Con el fin de encontrar los antecedentes de enfoque en las oportunidades, propusimos y probamos un modelo de mediación moderado en el que planteamos que los choques negativos influyen indirectamente en la perspectiva de tiempo futuro de las personas a través del efecto del capital social, y la integración organizacional actúa como condición límite de esta relación. 1 presenta nuestro modelo de investigación propuesto.

CONCLUSIÓN

Esta investigación responde al llamado al estudio de los shocks profesionales utilizando la teoría de la conservación de los recursos (Akkermans et al. 2018), y separando la perspectiva del tiempo futuro en dos dimensiones separadas (Rudolph et al., 2018; Cate y John 2007; Henry et al., 2017). Si bien los shocks negativos de carrera pueden no motivar directamente a las personas a centrarse en las oportunidades, el capital social interno podría mediar en el efecto, con empleados altamente integrados en la organización experimentando este efecto indirecto con más fuerza.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

Des recherches récentes sur la carrière ont soutenu que le perfectionnement professionnel devient plus dynamique, complexe, imprévisible et flexible (Vuori et Okkonen, 2012; Baruch, 2004). La nature de plus en plus complexe et imprévisible des carrières contemporaines s'accompagnera d'événements de carrière imprévisibles accrus tels que des mises à pied, des faillites ou des problèmes familiaux qui pourraient changer le cheminement de carrière de la personne. Dans la recherche, ces événements sont représentés par des termes tels que hasard, sérendipité ou événements fort hasardeux (Miller, 1983; Betsworth et Hansen, 1996; Bright et coll. 2005; Akkermans et coll. 2018). Hirschi (2010) indique que ces événements majeurs qui se produisent dans la vie des gens ont un impact significatif sur leur cheminement de carrière. Il a été démontré que les chocs (p. Ex. Le départ ou le changement organisationnel d'un mentor ou d'un collègue important) prédisent le roulement organisationnel (Hom et coll. 2017; Lee et coll. 2017; Seibert et coll. 2013), et mieux clarifier pourquoi les gens quittent ou restent.

Lee et Mitchell (1994) ont proposé le choc de carrière comme un événement choquant qui évoque une personne de faire une pause et de réfléchir à la signification de leur emploi et, à son tour, provoque certaines considérations de quitter leur emploi. Récemment, Akkermans et coll. (2018) ont décrit le choc de carrière comme un événement perturbateur et extraordinaire. Les chocs peuvent être positifs, neutres ou négatifs, attendus ou inattendus, et personnels ou organisationnels (Holtom et coll., 2005). Comme l'un des facteurs les plus importants qui prédisent le roulement volontaire des employés, il a été prouvé que le choc de carrière influence les comportements au travail et la planification de carrière des individus (Burton et coll., 2010; Holtom et coll. 2005) et modifier le cheminement de carrière des employés (Bright et coll., 2005). Cependant, on n'a pas accordé suffisamment d'attention aux trajectoires de carrière individuelles dans ce cas (Akkermans et coll. 2018). Par conséquent, l'étude du rôle des chocs de carrière sur la prise de décisions de carrière des individus peut aider les organisations à prédire les comportements au travail tels que l'engagement au travail, le rendement et le roulement du personnel.

La perspective du temps futur est une construction fondamentale de la théorie de la sélectivité socioémotionnelle (Carstensen et coll., 1999) et est définie comme le « sens subjectif du temps futur » d'un individu (Carstensen, 2006). D'après la théorie de la sélectivité socioémotionnelle, l'âge est le facteur principal pour prédire la perspective du temps futur (Fung et coll., 2001), et les jeunes adultes se concentrent davantage sur les possibilités que sur les personnes âgées (Zacher et de Lange, 2011). La perspective du temps futur professionnel se distingue conceptuellement dans deux dimensions connexes, « le temps restant perçu » et « l'accent mis sur les possibilités ». Le temps restant perçu est défini comme la perception des individus des restrictions dans la carrière future et la concentration sur les pertes et les limitations. L'accent mis sur les possibilités est défini comme la perception qu'ont les individus des nouveaux objectifs et possibilités liés au travail qui sont prévus à l'avenir (Zacher et Frese, 2009). Les chercheurs ont appuyé la relation entre la perspective du temps futur professionnel et les résultats liés à l'emploi, tels que la maturité de carrière, la planification de carrière et la décision de carrière (p. Ex. Taber et Blankemeyer, 2015). La façon dont les individus perçoivent leur avenir peut influencer leurs décisions de carrière, leur maturité professionnelle (Cheng et coll. 2016), leur satisfaction au travail (Weikamp et Göritz 2016), leur auto-efficacité professionnelle, leur engagement professionnel et leur intention de roulement (Park et Jung, 2015). Toutefois, il y a un manque de recherche sur la façon dont la contrainte des facteurs d'emploi tels

que les événements négatifs de la vie et l'entrave à la demande d'emploi ont une incidence sur la perspective du temps futur des employés (Rudolph et coll., 2018). L'examen et la discussion des facteurs de contrainte de l'emploi en tant qu'antécédents peuvent enrichir la compréhension de la perspective du temps futur.

Notre étude vise à examiner l'effet des chocs de carrière négatifs pour trois raisons. Tout d'abord, dans la vie quotidienne, les gens croient que plus la vie est positive, mieux c'est. Toutefois, les événements évoquent différentes intensités émotionnelles, de sorte que plus peut-être pas toujours mieux (Seta et coll. 2008). Les chercheurs suggèrent que « le mal vaut mieux que le bien » et suggèrent que les événements négatifs peuvent exercer une influence plus forte sur le développement de carrière de l'individu en fournissant une plus grande motivation comparée aux événements positifs (Baumeister et autres 2001 ; Larsen et Ketelaar, 1991; Holtom et coll. 2012). Deuxièmement, des recherches antérieures indiquent qu'en raison de l'effet de l'humeur, chaque personne peut réagir différemment aux chocs négatifs (Weiss et Cropanzano, 1996), de sorte qu'au lieu de réduire l'effort de travail, les employés fortement intégrés sont en mesure de se concentrer à nouveau sur le travail et d'accroître le comportement de citoyenneté organisationnelle (OCB) après avoir subi des chocs négatifs (Burton et al., 2010). Last but not least, les chocs négatifs apparaissent plus souvent que les chocs positifs (Holtom et coll., 2012). Les gens ne sont peut-être pas sensibles aux chocs positifs, mais ils sont sensibles aux chocs négatifs. Par conséquent, la découverte des effets des chocs négatifs peut faire avancer la recherche et la théorie dans le développement de carrière.

Il est très important d'explorer les prédicteurs des deux dimensions de la perspective du temps futur professionnel (Henry et coll., 2017; Rudolph et coll. 2018). Toutefois, les prédicteurs de l'accent mis sur les possibilités font défaut dans la recherche actuelle. La complexité de l'emploi et le contrôle de l'emploi sont les principaux antécédents qui ont été étudiés jusqu'à présent (Zacher et Frese, 2009, 2011; Rudolph et coll. 2018). Afin de trouver les antécédents de se concentrer sur les possibilités, nous avons proposé et testé un modèle de médiation modéré dans lequel nous postulons que les chocs négatifs influencent indirectement la perspective du temps futur des gens par l'effet du capital social, et l'intégration organisationnelle agit comme une condition limite de cette relation. Fig. 1 présente notre modèle de recherche proposé.

CONCLUSION

Cette recherche répond à l'appel à l'étude sur les chocs de carrière en utilisant la théorie de la conservation des ressources (Akkermans et al., 2018), et en séparant la perspective du temps futur en deux dimensions distinctes (Rudolph et coll., 2018; Cate et John, 2007; Henry et coll., 2017). Bien que les chocs de carrière négatifs ne motivent peut-être pas directement les individus à se concentrer sur les possibilités, le capital social interne pourrait jouer un rôle de médiateur, les employés fortement intégrés sur le plan de l'organisation subissant cet effet indirect plus fortement.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Jüngste Karriereforschungen haben argumentiert, dass die Karriereentwicklung dynamischer, komplexer, unberechenbarer und flexibler wird (Vuori und Okkonen 2012; Baruch 2004). Die zunehmend komplexe und unberechenbare Natur zeitgenössischer Karrieren wird von zunehmenden unvorhersehbaren Karriereereignissen wie Entlassungen, Konkursen oder Familiären Problemen begleitet, die den Karriereweg des Einzelnen verändern können. In der Forschung werden diese Ereignisse durch Begriffe wie Zufall, Serendipity oder Zufallsereignisse dargestellt (Miller 1983; Betsworth und Hansen 1996; Bright et al. 2005; Akkermans et al. 2018). Hirschi (2010) weist darauf hin, dass solche Großereignisse, die im Leben der Menschen passieren, einen erheblichen Einfluss auf ihre Karrierewege haben. Schocks (z. B. Der Abgang oder organisatorische Veränderung eines wichtigen Mentors oder Kollegen) haben gezeigt, dass sie den organisatorischen Umsatz vorhersagen (Hom et al. 2017; Lee et al. 2017; Seibert et al. 2013) und besser klären, warum Menschen gehen oder bleiben.

Lee und Mitchell (1994) schlugen einen Karriereschock als ein krachendes Ereignis vor, das eine Person dazu beschwört, innezuhalten und über die Bedeutung ihrer Arbeitsplätze nachzudenken, und im Gegenzug einige Überlegungen hervorruft, ihren Job zu verlassen. Kürzlich bezeichneten Akkermans et al. (2018) den Karriereschock als störendes und außergewöhnliches Ereignis. Schocks können positiv, neutral oder negativ, erwartet oder unerwartet und persönlich oder organisatorisch sein (Holtom et al. 2005). Als einer der wichtigsten Faktoren, die die freiwillige Fluktuation der Mitarbeiter vorhersagen, hat sich der Karriereschock als Einfluss auf das Arbeitsverhalten und die Karriereplanung des Einzelnen erwiesen (Burton et al. 2010; Holtom et al. 2005) und ändern den Karriereweg des Mitarbeiters (Bright et al. 2005). Allerdings wurde dabei nicht genügend auf einzelne Karrierewege geachtet (Akkermans et al. 2018). Daher kann die Untersuchung der Rolle von Karriereschocks bei der Entscheidungsfindung von Einzelpersonen bei der Entscheidungsfindung im Berufsleben Unternehmen dabei helfen, Arbeitsverhalten wie Arbeitsengagement, Leistung und Umsatz vorherzusagen.

Die Zukunftszeitperspektive ist ein Kernkonstrukt der sozioemotionalen Selektivitätstheorie (Carstensen et al. 1999) und wird als "subjektiver Sinn für zukünftige Zeit" eines Individuums definiert (Carstensen, 2006). Von der sozioemotionalen Selektivitätstheorie ist das Alter der hauptfaktorielle Faktor, um die zukünftige Zeitperspektive vorherzusagen (Fung et al. 2001), und jüngere Erwachsene konzentrieren sich mehr auf Chancen im Vergleich zu älteren Erwachsenen (Zacher & de Lange, 2011). Die berufliche Zukunftsperspektive wird konzeptionell in zwei verwandten Dimensionen unterschieden: "wahrgenommene verbleibende Zeit" und "Fokus auf Chancen". Wahrgenommene verbleibende Zeit ist definiert als die Wahrnehmung von Einschränkungen in der zukünftigen Karriere und Konzentration auf Verluste und Einschränkungen. Der Fokus auf Chancen ist definiert als die Wahrnehmung neuer arbeitsbezogener Ziele und Möglichkeiten, die in Zukunft vorgesehen sind (Zacher und Frese, 2009). Die Forscher haben den Zusammenhang zwischen beruflicher Zukunftsperspektive und berufsbezogenen Ergebnissen wie Karrierereife, Karriereplanung und Karriereentscheidung unterstützt (z.B. Taber und Blankemeyer 2015). Wie Der Einzelne seine Zukunft wahrnimmt, kann seine Berufsentscheidungen, die Berufliche Reife (Cheng et al. 2016), die Arbeitszufriedenheit (Weikamp und Göritz 2016), die berufliche Selbstwirksamkeit, das berufliche Engagement und die Umsatzabsicht beeinflussen (Park und Jung 2015). Es fehlt jedoch an Forschung darüber, wie sich die Einschränkung von Arbeitsfaktoren wie negative Lebensereignisse und die Behinderung von Arbeitsplatzanforderungen auf die zukünftige Zeitperspektive der Mitarbeiter auswirken (Rudolph et al., 2018). Die Untersuchung und Diskussion einschränkender Berufsfaktoren als Vorläufer kann das Verständnis der zukünftigen Zeitperspektive bereichern.

Unsere Studie zielt darauf ab, die Auswirkungen negativer Karriereschocks aus drei Gründen zu untersuchen. Erstens glauben die Menschen im täglichen Leben, je positiver die Lebensereignisse, desto besser. Allerdings rufen Ereignisse unterschiedliche emotionale Intensitäten hervor, so dass mehr nicht immer besser sein kann (Seta et al. 2008). Die Forscher vermuten, dass "schlecht besser als gut ist" und deuten darauf hin, dass negative Ereignisse einen stärkeren Einfluss auf die Karriereentwicklung des Einzelnen ausüben können, indem sie eine größere Motivation im Vergleich zu positiven Ereignissen bieten (Baumeister et al. 2001; Larsen und Ketelaar 1991; Holtom et al. 2012). Zweitens zeigen frühere Untersuchungen, dass jeder Mensch aufgrund der Stimmungswirkung unterschiedlich auf negative Schocks

reagieren kann (Weiss und Cropanzano 1996), so dass es nicht möglich ist, hochintegrierte Mitarbeiter nach negativen Schocks wieder auf den Job zu konzentrieren und das Verhalten der Organisationsbürgerschaft (OCB) zu erhöhen (Burton et al. 2010). Nicht zuletzt treten negative Schocks häufiger auf als positive Schocks (Holtom et al. 2012). Die Menschen sind möglicherweise nicht empfindlich gegenüber positiven Schocks, aber empfindlich gegenüber negativen Schocks. Daher kann die Entdeckung der Auswirkungen negativer Schocks die Forschung und Theorie in der Karriereentwicklung voranbringen.

Die Erforschung der Prädiktoren beider Dimensionen der beruflichen Zukunftsperspektive ist sehr wichtig (Henry et al., 2017; Rudolph et al. 2018). Allerdings fehlen in der aktuellen Forschung die Prädiktoren, die sich auf Chancen konzentrieren. Die Komplexität des Arbeitsplatzes und die Arbeitsplatzkontrolle sind die wichtigsten Vorläufer, die bisher untersucht wurden (Zacher und Frese 2009, 2011; Rudolph et al. 2018). Um die Vorläufer der Chancenorientierung zu finden, haben wir ein moderiertes Vermittlungsmodell vorgeschlagen und getestet, in dem wir behaupten, dass negative Schocks die zukünftige Zeitperspektive der Menschen indirekt durch die Wirkung des sozialen Kapitals beeinflussen und organisatorische Eingebettetheit als Grenzbedingung dieser Beziehung fungiert. Abb. 1 stellt unser vorgeschlagenes Forschungsmodell vor.

SCHLUSSFOLGERUNG

Diese Forschung entspricht der Forderung nach studienweise zu Karriereschocks unter Verwendung der Erhaltungstheorie der Ressourcen (Akkermans et al. 2018) und der Trennung der zukünftigen Zeitperspektive in zwei getrennte Dimensionen (Rudolph et al., 2018; Cate und John 2007; Henry et al., 2017). Während negative Karriereschocks den Einzelnen nicht direkt motivieren, sich auf Chancen zu konzentrieren, könnte internes soziales Kapital den Effekt vermitteln, wobei stark organisatorisch eingebettete Mitarbeiter diesen indirekten Effekt stärker erleben.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Pesquisas recentes na carreira têm argumentado que o desenvolvimento da carreira está a tornar-se mais dinâmico, complexo, imprevisível e flexível (Vuori e Okkonen 2012; Baruch 2004). A natureza cada vez mais complexa e imprevisível das carreiras contemporâneas será acompanhada por eventos de carreira imprevisíveis, como despedimentos, falências ou problemas familiares que possam mudar o percurso profissional dos indivíduos. Na investigação, estes eventos são representados por termos como eventos de happenstance, serendipity ou chance (Miller 1983; Betsworth e Hansen 1996; Bright et al. 2005; Akkermans et al. 2018). Hirschi (2010) indica que tais eventos importantes que acontecem na vida das pessoas têm um impacto significativo nas suas carreiras. Os choques (por exemplo, uma importante mudança de mentor ou colega ou de mudança organizacional) têm sido demonstrados para prever o volume de negócios organizacional (Hom et al. 2017; Lee et al. 2017; Seibert et al. 2013), e melhor esclarecer por que as pessoas saem ou ficam.

Lee e Mitchell (1994) propuseram o choque na carreira como um acontecimento perturbador que evoca uma pessoa para parar e pensar sobre o significado dos seus empregos e, por sua vez, provoca algumas considerações de deixar os seus empregos. Recentemente, Akkermans et al. (2018) descreveu o choque na carreira como um evento disruptivo e extraordinário. Os choques podem ser positivos, neutros ou negativos, esperados ou inesperados, e pessoais ou organizacionais (Holtom et al. 2005). Como um dos fatores mais importantes que prevêm o volume de negócios voluntário dos colaboradores, o choque na carreira tem sido comprovado para influenciar os comportamentos de trabalho dos indivíduos e o planeamento da carreira (Burton et al. 2010; Holtom et al. 2005), e alterar o percurso profissional dos empregados (Bright et al. 2005). No entanto, não foi dada atenção suficiente às trajetórias individuais da carreira neste (Akkermans et al. 2018). Assim, investigar o papel dos choques de carreira na tomada de decisão de carreira dos indivíduos pode ajudar as organizações a prever comportamentos de trabalho como o envolvimento no trabalho, desempenho e volume de negócios.

A perspetiva do tempo futuro é uma construção central na teoria da seletividade socioemocional (Carstensen et al. 1999), e é definida como o "sentido subjetivo do tempo futuro" (Carstensen, 2006). Da teoria da seletividade socioemocional, a idade é o principal fator para prever a perspetiva do tempo futuro (Fung et al. 2001), e os adultos mais jovens focam-se mais nas oportunidades em comparação com os adultos mais velhos (Zacher & de Lange, 2011). A perspetiva do tempo do futuro ocupacional distingue-se conceptualmente em duas dimensões relacionadas, "percebida o tempo restante" e "foco nas oportunidades". O tempo remanescente é definido como a perceção dos indivíduos das restrições na carreira futura e a concentração em perdas e limitações. O foco nas oportunidades é definido como a perceção dos indivíduos sobre novos objetivos e possibilidades relacionados com o trabalho que estão previstos no futuro (Zacher e Frese, 2009). Os investigadores têm apoiado a relação entre a perspetiva do tempo no futuro do trabalho e os resultados relacionados com o emprego, tais como a maturidade na carreira, o planeamento de carreiras e a definição de carreira (por exemplo, Taber e Blankemeyer 2015). A forma como os indivíduos percebem o seu futuro pode influenciar as suas decisões de carreira, a maturidade na carreira (Cheng et al. 2016), a satisfação do trabalho (Weikamp e Göritz 2016), a autoeficácia profissional, o compromisso profissional e a intenção de rotatividade (Park e Jung 2015). No entanto, há falta de investigação na forma como a limitação de fatores de trabalho, como os eventos de vida negativos e a dificultar as exigências de emprego, têm impacto na perspetiva futura dos colaboradores (Rudolph et al., 2018). Examinar e discutir fatores de trabalho restrições como antecedentes pode enriquecer a compreensão da perspetiva do tempo futuro.

O nosso estudo visa examinar o efeito dos choques negativos na carreira por três razões. Primeiro, no dia-a-dia, as pessoas acreditam que quanto mais eventos positivos da vida, melhor. No entanto, os eventos evocam diferentes intensidades emocionais, por isso mais nem sempre podem ser melhores (Seta et al. 2008). Os investigadores sugerem que "o mau é melhor do que bom", e sugerem que os eventos negativos podem exercer uma influência mais forte no desenvolvimento da carreira dos indivíduos, proporcionando uma maior motivação em comparação com eventos positivos (Baumeister et al. 2001; Larsen e Ketelaar 1991; Holtom et al. 2012). Em segundo lugar, pesquisas anteriores indicam que, devido ao efeito do humor, cada pessoa pode reagir de forma diferente em relação aos choques negativos (Weiss e Cropanzano 1996), de modo que, em vez de reduzir o esforço de trabalho, os colaboradores altamente incorporados são capazes de se recandidatar ao trabalho e aumentar o comportamento de cidadania organizacional (OCB) depois de sofrer choques negativos (Burton et al. 2010). Por último, mas não menos importante, os choques negativos aparecem mais frequentemente do que os choques positivos (Holtom et al. 2012). As pessoas podem não ser sensíveis a choques positivos, mas são sensíveis a choques negativos. Assim, descobrir os efeitos dos choques negativos pode fazer avançar a investigação e a teoria no desenvolvimento da carreira.

Explorar os preditores de ambas as dimensões da perspetiva do tempo do futuro ocupacional é muito importante (Henry et al., 2017; Rudolph et al. 2018). No entanto, os preditores de foco nas oportunidades são escassos na investigação atual. A complexidade do emprego e o controlo do emprego são os principais antecedentes que têm sido estudados até agora (Zacher e Frese 2009, 2011; Rudolph et al. 2018). A fim de encontrar os antecedentes de foco nas oportunidades, propusemos e testámos um modelo moderado de mediação em que colocamos em evidência que os choques negativos influenciam indiretamente a perspetiva

do tempo futuro das pessoas através do efeito do capital social, e a incorporação organizacional atua como condição de fronteira desta relação. Fig. 1 apresenta o nosso modelo de investigação proposto.

CONCLUSÃO

Esta investigação responde ao apelo ao estudo em choques de carreira utilizando a teoria da conservação dos recursos (Akkermans et al. 2018), e separando a perspectiva do tempo futuro em duas dimensões distintas (Rudolph et al., 2018; Cate e João 2007; Henry et al., 2017). Embora os choques negativos na carreira possam não motivar diretamente os indivíduos a concentrarem-se nas oportunidades, o capital social interno poderia mediar o efeito, com os colaboradores altamente integrados a experimentarem este efeito indireto de forma mais forte.