



MONTCLAIR STATE
UNIVERSITY

Montclair State University
**Montclair State University Digital
Commons**

Theses, Dissertations and Culminating Projects

1-2007

Factors Influencing Mid Career Redirection Decisions in Professionals

Mark J. Halliday

Follow this and additional works at: <https://digitalcommons.montclair.edu/etd>



Part of the [Psychology Commons](#)

MONTCLAIR STATE UNIVERSITY

Factors Influencing Mid Career Redirection Decisions in Professionals

by

Mark J. Halliday

A Master's Thesis Submitted to the Faculty of

Montclair State University

In Partial Fulfillment of the Requirements

For the Degree of Master of Arts Degree in Psychology

January, 2007

College: The College of Humanities
and Social Services

Thesis Committee:

Department: Psychology

Thesis Sponsor: Dr. Valerie Sessa

Certified by:

Dean Mary A. Papazian
The College of Humanities
and Social Services

Committee Member: Dr. Robert Mintz

Date: 1-9-07

Committee Member: Dr. Jennifer Bragier

Department Chair: Dr. Sandra Collins

FACTORS INFLUENCING MID-CAREER REDIRECTION

DECISIONS IN PROFESSIONALS

A THESIS

Submitted in partial fulfillment of the requirements
for the degree of Master of Arts Degree in Psychology

by

Mark J. Halliday

Montclair State University

Montclair, NJ

2007

FACTORS INFLUENCING MID-CAREER REDIRECTION DECISIONS IN PROFESSIONALS

by

Mark J. Halliday

Abstract

The purpose of this study is to explore the relationship of factors affecting a professional's decision to change the direction of their career in during mid career and develop a comprehensive model incorporating each of these factors. There are four hypotheses in this study: 1a) higher scores in the personality attributes of openness to experience and extraversion will be correlated with a larger change in career redirection than those professionals with lower scores; 1b) a higher score in the career attitude of risk-taking style and a lower score in the career attitude of career worries will be correlated with a larger change in career redirection; 2) career redirection contemplation mediates the relationship between the personality variables and career attitudes and the degree of career redirection or change a person makes; 3) a person's financial, support and personal context moderates the relationship between career redirection contemplation and the degree of career redirection; and 4) a life changing event moderates the relationship between career redirection contemplation and the degree of career redirection. To test the hypotheses, 22 professionals between the ages of 40-60 participated in the study. The NEO-FFI was used to test personality variables, the Career Attitudes and Strategies Inventory was used to test career attitudes, all other variables were coded from interview materials. It was found that career redirection contemplation was related to actual change in career redirection. All other relationships were not significant. Research limitations and future directions for research are discussed in detail.

Acknowledgements

I would like to first thank Dr. Valerie Sessa for her guidance and support throughout this project. The subject of this thesis is a direct result of some casual conversations we had over the course of a semester. Her broad understanding of the subject matter helped to stimulate my curiosity and this thesis is a direct result. Repeatedly, she challenged me to dig deeper, think more broadly and still maintain my focus on the research questions I had asked. I also have to acknowledge the tremendous amount of patience she demonstrated as she managed my career redirection from a Wall Street executive to a student of organizational psychology.

I was incredibly fortunate to have Dr. Robert Mintz as a substitute professor during one of my classes and ultimately on my thesis committee. He brought to the committee and my research a mix of experience in corporate America, a broad knowledge of the subject matter and a unique perspective on how to make sense of organizational theory with organizational reality.

To further help my transition from Wall Street to experimental psychology, Dr. Jennifer Bragger kept the research and thesis grounded in a solid foundation of experimental rigor. The nature of the research questions resisted conformation to a classic experimental research design. It was through her guidance that the research and thesis stayed on track.

Finally, and most importantly, I would like to acknowledge the patience, understanding, inspiration and unwavering support my wife, Beth, continued to provide all the while enduring the tremendous distraction of my attention to her and my daughters that this thesis continued to be.

Table of Contents

Introduction	1
Literature Review	2
Adult Development	2
Career Development and Counseling	2
Organizational Psychology	3
Economic and Popular Press	5
A Model of Career Redirection in Mid-Career Professionals	6
Personality	6
Openness to Experience	7
Extraversion	7
Career Attitudes	8
Career Anxiety	8
Risk-taking Style	9
Career Redirection Contemplation	9
Contextual Variables	12
Life Changing Event	14
Method	16
Sample	16
Approach	16
Measures	17
Degree of Career Redirection	17
Personality	17

Career Attitudes 18

Contemplation of Career Redirection 18

Context 19

Life Changing Event 19

Interview Procedure 20

Results 21

 Descriptive Statistics 21

 Analysis of Hypotheses 21

Discussion 29

 Findings and Implications 29

 Limitations and Future Direction 30

References 35

WORKLIFE
FINE PAPERS
25% COTTON

List of Figures

Figure 1. A Model of Career Redirection in Mid-Career Professionals 6

WORKLIFE
FINE PAPERS
25% COTTON

Introduction

Recently, there has been a burgeoning interest in the popular press regarding the increasing number of mid-life professionals who are choosing to completely redirect their careers. The rate of change for people born between 1946 and 1964 is currently at 31 percent. That's well above the 21 percent of people born after 1964 who have moved on to a new career (Reynolds, 2004).

Why do some mid-career professionals consider and act on the decision to change career directions while others do not? What factors have an impact on their contemplation process and what is the interplay of these factors? In order to gain theoretical insight into the factors affecting a person's decision to change career direction in mid-career, a thorough review of articles and journals from adult development, career counseling, organizational psychology and the economic and popular press was conducted. The literature review section is presented accordingly. This multi-discipline approach provided a more balanced view of the inter-relatedness and complexity of factors that would contribute to the career redirection decision process. Where the literature review resulted in articles researching a number of isolated contributors to the career change decision in mid-life, none of the articles attempted to develop a decision construct encompassing all of these domains.

Lastly, I introduce and begin to test a model of career redirection in mid-life professionals that predicts who is more likely to engage in a large redirection as well as the circumstances that influence whether or not they make the redirection.

Literature Review

Adult Development

Until recently adult developmental literature had presented a “frozen” picture of development after the age of 45. In an article on mapping adult life changes by Wortley and Amatea (1982) they state that adults, beyond a certain stage of development, have been presented as “fully formed”. Super's theory on adult career development (1954) did not account for significant career change in mid-life (then ages 35 - 45) and assumed that little change occurred once an individual reached adulthood. It wasn't until 1976 that Murphy and Burck (1976) proposed an additional developmental stage to account for mid-life renewal. Sterrett's study (1997) on traditional theories of career and adult development such as Super (1954) and Levison (1977), which posit stage related change, no longer relate to the career progression of most adults today. Schroots (2003) proposed that although development and aging are considered dynamic processes they are usually viewed as two successive elements of change. Wortley and Amatea (1982) proposed that these changes are not tied to biological aging but to a more complex mix of environmental, interpersonal and intrapersonal factors.

Career Development and Counseling

The increasing tendency to associate adult developmental stages with career progression stage theory has challenged career counseling to redefine its boundaries and has helped to foster the convergence of career and adult developmental theories. To this point, Super and Knassel (1981) had to reevaluate their career model by broadening the idea of career to encompass a person's lifetime work and introducing the idea of recycling through earlier life stages.

A career is no longer considered as a simple upward progression through an organization or professional hierarchy (Louis, 1980). Nicholson and West's (1989) research revealed that an orderly, step-like career path (essentially promotions or lateral moves), is now the exception rather than the rule and represents only 10% of the workforce. In the UK radical career change has gone from 2% to over 35% in thirty years (Holmes, & Cartwright, 1993).

I consulted professionals in the career counseling department of Montclair State University to ensure that our usage of career terminology was correct. A job is defined as a group of similar positions and an occupation is a group of similar jobs. A function or role is an actual description of what a person does and how it may fit within an organization and the organization is identified as a function of its size, complexity, culture and global reach. I adopted the definition of a career developed by Joslin (1984) ".....a career is a lifelong sequence of work, education and leisure experiences." He further suggests that a career is not necessarily chosen but develops and evolves over the life of the individual in both an orderly and chaotic way. It therefore follows that a person can be said to no longer change his career but, instead change jobs which may result in a change in his career direction.

Organizational Psychology

Organizational structures are flatter (Rajan, & Wolf, 2003) and staff are viewed as more a commodity to be added or deleted as needed. Toyota, the world's largest producer of automobiles, attributes much of its success to adopting a flatter organizational structure as early as 1970. There are only five layers of management between the CEO and a line worker.

What used to be a social or psychological contract (Maguire, 2001) between employer and employee has been displaced or virtually ignored by companies as the U.S. transitioned from an industrial society to the information age (Stum, 2001).

Organizational change, at many different levels, will cause employees to re-access their organizational commitment. The mergers and acquisitions activity begun in the 1980's continues to be a very popular approach used by companies to attain global reach and profitability and is an example of an extreme organizational change. The failure to achieve the initial financial expectations of M&A activity is reported to be as high as 50 percent in 1996. Bellou (2005) proposes that one of the reasons for this high a statistic is the failure of management to assess and address the depth of their employee's psychological contract and the effect the organizational change is going to have. The uncertainty of the new organizational reality will cause an employee to reassess their organizational commitment and restructure or abandon their psychological contract within a particular organization. Early retirement or buyout packages are being offered and taken in greater numbers and could be an indication of a reduced organizational commitment(Leland, 2006).

Furthermore, the globalization of markets and industry has changed the way corporations do business, manage assets and handle human resources. Companies that were viewed exclusively as the property of a particular country are increasingly viewed as global in nature and can no longer be considered the "hinge pin" of local economies. " Businesses are changing in fundamental ways - structurally, operationally, culturally - in response to globalization and new technologies" (Palmisano, 2006). Many countries who benefited from the industrial, manufacturing, technological and information

processing industries of the last century are now experiencing and adjusting to a significant amount of “off-shoring” to developing second and third world countries. The U.S. Bureau of Labor Statistics estimated that 315,000 service jobs were lost in the US since 2000 (Dobbs, 2003). The rate of outsourcing is expected to reach over 300,000 jobs per year (Brown, 2005). Where these statistics reflect jobs actually moved offshore they do not speak to the reduced growth of new jobs or the reduction in internships due to the off-shoring of low level jobs.

Economic and Popular Press

Three important issues that would have an effect on a mid-life professional contemplation process received a significant amount of coverage in the press; the increase in the length of the human lifespan, the impact of increased life span on Social Security; and the financing of retirement in general.

When the Social Security Act of 1935 was passed the average life span in the United States was 58 years for men and 62 for women. The payment at that time was scheduled to start at age 65 and there were no concerns that the fund would run out of money. Today, average life spans are 75 years for men and 80 years for women (<http://www.infoplease.com/ipa/A0005148.html>). Social Security’s ability to fund retirement with these longer life spans has been an important issue in Washington and the benefit provided will not adequately carry people through their retirement. This translates into people drawing on the fund for longer periods of time and depleting the fund’s reserves.

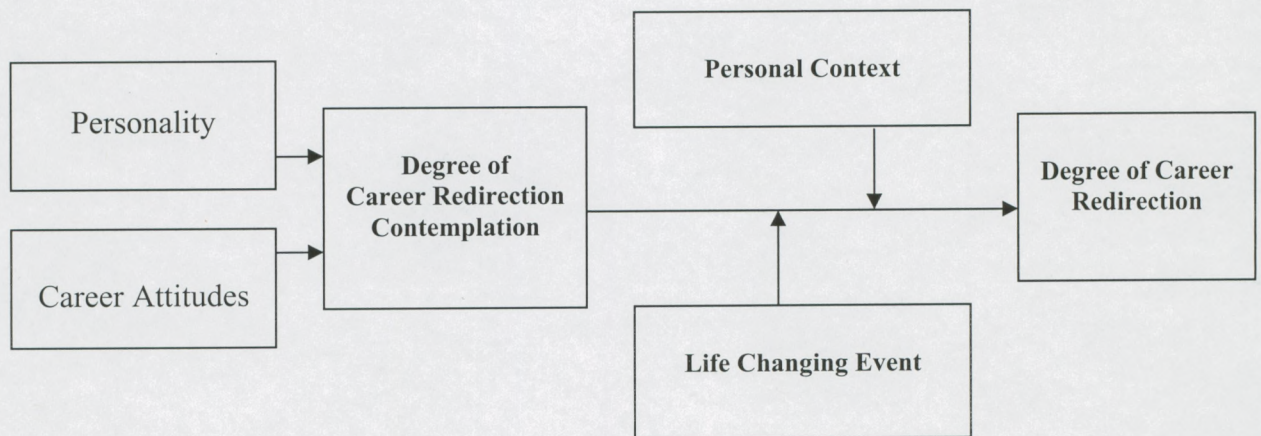
With the extended life horizons that the Baby Boomer generation is experiencing, the classic stages and age dependent timetables no longer apply. While people are living

longer, they may also have to continue to work well into retirement age to augment Social Security benefits and their retirement plans. The concept of a retirement composed entirely of leisure activity may well have been a one generation phenomena.

A Model of Career Redirection in Mid-Career Professionals

In this section, I propose a model that predicts who is more likely to consider a large re-direction in their career during mid-career as well as the circumstances that influence whether they actually make that redirection. In general, certain personality types are more predisposed to make a larger career redirection because those personality types are more likely to contemplate a broader degree of career redirection in the first place. However, context moderates the relationship between contemplation of redirection and actual redirection such that those in a supportive environment will be more likely to make the large redirection than those in a less supportive environment. See Figure 1 for a description of the model.

Figure 1. A Model of Career Redirection in Mid-Career Professionals



Personality

While drawing on our personal observations, I sought to answer the question as to what type of person is more likely to make a large career redirection. Essentially, are there certain personality traits that increase the odds of a large career redirection? Based on our review of the literature, there are certain “core” personality traits that must be developed or in ascendance for this to happen. In the literature these traits, openness to experience and extraversion in particular, are identified as related to career changing and turnover and job satisfaction is viewed as one of the common predictors of job turnover. These personality traits, as measured by the NEO-FFI personality survey, provide a framework for evaluating the impact of dispositional factors on job satisfaction. These traits may influence how individuals interpret characteristics of their jobs and have been highly correlated with job satisfaction (Judge, Heller, & Mount, 2002).

Openness to experience. Costa and McCrae (1992) refer to openness to experiences as “. . . receptiveness to new ideas, approaches, and experiences”. It involves the tendency to fantasize, a preference for novelty, intellectual curiosity, and a tendency to be liberal in values (Costa, & McCrae, 1992). Elements of openness to experience include an active imagination, aesthetic sensitivity, attentiveness to inner feelings, preference for variety, intellectual curiosity and independence. Those who score lower on openness to experience tend to be conventional in behavior and conservative in outlook. They prefer the familiar over the novel. Openness to experience has been related to effective use of coping strategies and further related openness to identity flexibility at work and home. Openness to experience may motivate people to be ready for the future (Prenda, & Lachman, 2001). It was hypothesized that people who rated highly in this trait would consider, embrace and seek out job and career redirection opportunities.

Extraversion. People who are extraverts are defined as sociable, preferring large groups, assertive, active and talkative. They seek excitement and stimulation. People scoring highly on extraversion are more likely to be interested in enterprising occupations (Barrick, Mount, & Gupta, 2003). They are also more likely to be open to organizational change (Vakola, Tsaousis, & Nikolaou, 2004). Extraversion and sensation seeking have been consistently related to openness to experience (Garcia, Alujal, Garcia2, & Cuevas, 2005).

Career Attitudes

As I identified factors contributing to career redirection through our literature review, I discovered that career counselors consider a person's career attitude as a factor if not a predictor in determining a career redirection. Further review indicated that I would also gain insight into their beliefs, orientation and coping strategies toward their job/career and help identify obstacles which may influence a person's job or career outlook and gain a more comprehensive understanding of their career history. Minimally, I expected this approach to help initiate career introspection, identify problems or issues and stimulate discussion in our interviews.

The two career attitudes I included in our study are also correlated to the personality traits I included in this study (Holland & Gottfredson, 1994). The correlations between the personality traits and the career attitudes are identified in the descriptions below.

Career Anxiety. Career anxiety was chosen because was identified as an antecedent to career indecisiveness (Chartrand, Robbins, Morrill, & Boggs, 1990). High scorers on career anxiety may keep themselves immobilized by many worries and decide

that it is too complicated to think about changing occupations (Holland, & Gottfredson, 1994). Older more educated participants score lower. Zingaro (1982) found that older participants may be inhibited by the possibility of reduced salary and status. This scale is negatively correlated with extraversion and openness to experience (Costa, & McCrae (1992).

Risk-taking Style. High scorers on risk-taking style are willing to take risks to further their career. For example, people who score highly are willing to confront problems at work even though there is the possibility of personal risk. Low scorers may avoid encounters with change even when change is the only course to solving a problem. It is more important for them to have and keep a good job to the point where their own beliefs and values become a lesser priority (Costa, & McCrae (1992). High scorers also tend to score highly on extraversion and openness to experience.

Hypothesis 1a. People with higher scores in extraversion and openness to experience will make a larger career redirection than people with lower scores.

Hypothesis 1b. People with higher scores in risk-taking style and lower scores in career worries will make a larger career redirection than those with lower scores on risk-taking style and higher scores on career anxiety.

Career Redirection Contemplation

Contemplation, according to Webster's Dictionary, is defined as a long and thoughtful observation and a calm lengthy consideration of intention rather than actually attempting a course of action. Although contemplation has not been studied extensively in relation to career redirection, a similar construct, job turnover has.

Turnover predictor research focuses on factors that lead to voluntary job changing. The effectiveness of pay-for-performance compensation strategies and the perception of opportunities for advancement are generally measured by turnover rates and employee job satisfaction (Boswell, Boudreau, & Tichy, 2005). Initially, turnover was simply viewed as an employee leaving a job and the intention to quit was seen as the last step (Mobley, 1977). However, Mobley (1977) suggested that there is a step a person passes through before intention to quit and that step was the intention to search for an alternative position and should be treated separately from the intention to quit.

In addition, contemplation has been studied as part of an individual's change process in a number of settings. The contemplation stage (Koestner, Lekes, Powers, & Chicoine, 2002) is defined as a self-checking process where values and goals are assessed and clarified. A person also reflects on why they are thinking about doing something and whether they really want to do it.

Prochaska and Norcross (2001) identified six stages of change in their model, which has been used to assess change decision in the psycho-therapeutic process. The six stages include: 1.) Pre-contemplation - no intention to act or change the situation in the foreseeable future. A person at this point may wish to change but has not really begun to seriously consider making a change; 2.) Contemplation- begins to consider the possibility of a change but still has not made a commitment to take any action; 3.) Preparation - the decision to take action has been made and a course of action identified; 4.) Action stage - a person executes their change plan; 5.) Maintenance Stage - prevent relapse and consolidate gains; and 6.) Termination - completion of the process. The first four stages clearly define the thought process a person follows as they pursue a change. The last two

stages are specific to the completion and termination of the therapeutic process.

Based on this work, combined with the turnover literature, I defined career redirection contemplation as considering the possibility of making a career redirection, but not making a commitment to take any action. Contemplation can include: 1.) Thought about alternative career directions but took no action, such as the Wall Street executive who dreamt of becoming a professor; 2) Explored a new direction but did not actively make any effort to take action. For example, a Wall Street executive who surveyed local colleges, looked over the Masters/PhD programs but went no further; 3) Pursued making the change but was unsuccessful. For example, The Wall Street executive who took the GRE's and applied to the schools but was not accepted; and 4) Successfully pursuing the desired career redirection. The Wall Street executive who was accepted to the program he sought, but has not yet left his job and joined the program.

The degree of career redirection contemplation measures how broad a range of jobs and options the participant considered and further evaluates the degree to which a person actually pursued these options (e.g. resume updated and sent out, interviews conducted, and potential employers contacted). Logically, a person won't make a radical degree of career redirection if they haven't considered, researched or applied for that position, essentially exhibiting a higher degree of career redirection contemplation behaviors. People contemplating a more radical career redirection and having high scores on extraversion and openness to experience would be more likely to effect that change. The same logic holds true for career attitudes. People who measure highly on risk-taking style would be more likely to act on the more radical career options identified during the career redirection contemplation process. Conversely a high measure of career worries

may prohibit a person from acting on the more radical career redirection options.

Hypothesis 2a. The relationship between personality, openness to experience and extraversion, and career re-direction is mediated by the contemplation variables degree of job search and degree of job pursued. Those people who were rated highly in both the degree of job search and job pursued are more likely to make a more radical career direction. Those with a lesser degree of contemplation behaviors (e.g. broad job search, active use of the Internet, and career network development) are more likely to make a lesser degree of career redirection.

Hypothesis 2b. The relationship between career attitudes, risk-taking style, career worries and career re-direction is mediated by the contemplation variables degree of job search and degree of job pursued. Those people who have a higher degree of both the degree of job search and job pursued are more likely to make a more radical career direction. Those with a lesser degree of contemplation behaviors are more likely to make a lesser degree of career redirection.

Contextual Variables

In a person's life there is significant overlap in work and non-work issues. To this point career counseling has expanded its scope in client interventions to seek a more comprehensive, holistic understanding of the client's life experiences (Juntunen, 2006). In addition, Boswell and Bondreau (2005) in their research on job turnover have identified a far more complex process in which contextual variables such as the labor market, career history and personal issues affects whether a person seeks and/or makes a career redirection. The perception of contextual and environmental barriers have an influence on choice options and coping efficacy (Lent, Brown, & Hackett, 2000).

They propose that research into the impact of social, cultural and economic environmental variables on cognitive-person variables and career behaviors should be expanded using their Social Cognitive Career Theory (SCCT).

In the literature, context is generally viewed as belonging to one of three groups: personal, support and financial. Personal context is defined as those elements attributed to the person themselves. Examples are health, age, gender, education level and job type. The data can be best characterized as demographic level information. A person's support plays a key role in the career redirection decision process. Guay, Senecal, Gauthier and Fernet (2003) state that career decisions are affected by others (e.g. parents, peers and spouses). In her case study dissertation Mattes (2004) discovered that all married participants sought advice exclusively from their spouse when making a career redirection decision. In a study by Cartwright and Holmes (1993) familial support facilitated the change in a person's career direction and in a case study Perosa and Perosa (1997) found the spouse seeking the career change was perceived as selfish. Family systems interventions are advocated where family dynamics contributed to a client's inhibitory anxiety (Zingaro, 1982). He also states that there is little empirical research that examines the motives, characteristics and problems of those who seek to make a mid-life career redirection.

Lastly, a person contemplating a change in career direction would evaluate his financial status. Bejian and Salomone (1995), in addition to the other reasons that both spouses work, state that the second incomes from women entering the workforce reduce the financial strain on some families, thereby diminishing the absolute need for job stability and increasing flexibility and the opportunity for taking risks.

In summary, a person's context or environment factors heavily at some point during the contemplation of a career re-direction. Lent, Brown and Hackett (2000) determined that "...people are less likely to translate their career interests into goals and their goals into actions when they perceive their efforts to be impeded by adverse environmental factors". Most people need to work and where their barriers may not limit all options some barriers may constrain some courses of action.

Hypothesis 3. A person's context moderates the relationship between career redirection contemplation and career redirection such that those with a more positive context are more likely to make a larger career redirection. Those with a lower positive context will have a lower degree of career redirection.

Life Changing Event

A career change can also be precipitated by a life changing event. People have been reported to change their behavior, start or stop drinking or using drugs, give up working long hours and devote more time to their families when such an event occurred (Miller, & C'deBaca, 2001)). These events can take a number of different forms and have different levels of impact on any given person. A "near death" experience such as a car accident or a severe illness may heighten the realization of one's mortality, initiate a reevaluation of life events and a consideration of the quality of one's accomplishments. In some cases, this event may act as a catalyst to the career direction change decision. Mattes (2004) in a series of case studies showed that the "push" to consider a career redirection was prompted by a significant life event.

Levinson (1977) in a study of the lives of 40 men led he and his associates to the discovery that these mid-life men experienced a culminating event (which could be a

failure or a success) that marked a “turning point” in their lives. The participants used the event as a beacon to guide and to relate career and personal decisions to their remaining career and life goals. During this transition period, Levinson's participants reviewed their career progress and weighed it against their original dreams. They identified their limitations and formulated a plan to achieve their new objectives.

Mid-life is often a time for a life review including coming to terms with regrets. In a study of middle aged women Stewart and Vandewater (2002) found that these regrets motivated goal setting and efforts to actualize these goals. Erikson (1978) conceived of a universal pattern of development throughout the life course with a focus on a “psychosocial crisis” occurring at mid-life. Neugarten and Neugarten (1987), in their research on adult developmental stages, discovered that some people undergo a life altering event during a stage transition.

Volumes have been written of the effect of 9/11 on people. McMeekin, author of “The Power of Positive Choice”, is quoted in a USA Today article (2002) as saying that “9/11 was a huge wake-up call...”. Reactions have covered a broad spectrum from radical relocations and career redirections to more moderate adjustments in work/home priorities. The influence of this event is still being felt. In 2001 49% of those questioned claimed 9/11 had changed their lives (Ryan, West, & Carr, 2003). By 2002, this percentage had risen 6% to 55%.

To date the literature on this issue and its affect on career redirection is limited. By accepting the premise that there are multiple crisis points in a person’s life span, the possible catalytic effect of a life altering, epiphanal event would combine with the other variables in various ways to influence the career redirection decision process. Therefore,

in addition to the affect of context on the career redirection decision, I propose that the experience of a life changing event may also influence a career redirection decision, leading to the following hypothesis:

Hypothesis 4. The experience of a life changing event moderates the relationship between career redirection contemplation and actual career redirection such that those experiencing a life changing event are more likely to make a larger career redirection than those not experiencing a life changing event.

Method

Sample

Twenty one white collar professionals were recruited through acquaintances and referrals. Their ages ranged from 42 to 58 with an average age of 51 and were drawn from the eastern United States. The participants had either been in their job for less than 1 year or as many as 17. Men comprised 43% of the sample. There was 1 African-American and one Asian-American. An undergraduate degree had been obtained by 90% of the sample and 38% had advanced degrees. Eighty-one percent of the population were married and had an average of 2 children. Seventy percent of those who had made a change had done so on a voluntary basis.

Approach

I employed a mixed-methods research methodology (Johnson, & Onwuegbuzie, 2004) which is a blend of quantitative and qualitative approaches. This definition is operationalized as a class of research mixing or combining quantitative and qualitative research techniques, methods, approached, concepts or language into a single study. I collected the data using generally accepted survey tools (quantitative), participant

resumes and interactive interviews (both qualitative).

Measures

The following measures were employed to gather data during our research. The data collected from the surveys, interviews and resumes was evaluated and entered into an MS EXCEL spreadsheet for later analysis by SPSS 10.0.

Degree of career redirection. After completion of the interview each participant was assigned a score based on the degree of career redirection made during their last change (DV). This scale was developed to provide an operational measure of the degree of career direction change. Career redirections can include changes in function (e.g., line to staff), changes in organization type (e.g., from a large corporation to a smaller company), and changes in industry (e.g., changing from manufacturing to brokerage). I evaluated the most recent career redirection of each participant and assigned it a value or degree. Each degree of change builds on the previous one compounding the complexity of the degree of change. A career redirection was rated as none when no change in function, organization type or industry was made and low when only one dimension changed. Following on this, when two out of the three changed the degree was medium and a change in all three was considered a radical degree of career redirection.

Personality. Four of the five NEO-FFI traits, agreeableness, emotional stability, conscientious and to some degree extraversion, are correlated with job satisfaction. Higher scores in these personality measures indicate a higher degree of job satisfaction and low measures of job satisfaction are correlated with job turnover behaviors (Judge, Heller, & Mount, 2002). Based on their results, I identified openness to experience as a possible predictor of career redirection behavior. I also included extraversion because of its strong correlation to interest in enterprising occupations, assertiveness and action.

Internal consistencies for the five personality traits as measured by the self-report version range from .68 to .91. Retest reliabilities ranged from .66 to .92.

Career Attitudes. The Career Attitudes and Strategies Inventory (CASI) is used by career counseling professionals to assess the likelihood of job stability or change and is used to help in the identification of perceived career and work obstacles. The reliability coefficients range from .76 to .92 and retest correlations ranged from .77 to .89. Career counselors report that taking the inventory is also thought provoking and initiates a deeper level of introspection on the part of the clients.

Contemplation of Career Redirection. I developed two measures to evaluate career redirection contemplation for each participant. During the interview, participants were asked to review their last change and evaluate the kind of jobs they considered that differed from their current career direction. I developed a list of each job considered and the steps taken to pursue this job. Each job on the list was assigned a degree of job pursued. The degrees of job pursued are similar to those used for the degree of career redirection. Each degree builds on the previous one such that: no move would be assigned a 0; a lateral move would be assigned a 1; a minor change in one of the following; function, organization type or industry would be assigned a 2; a change in two of the following; function, organization type or industry would be assigned a 3; and a change in all three; function, organization type and industry would be assigned a 4. As the potential for career redirection got more complex or covered a more radical change a higher degree was assigned. Despite increases in career redirections, there has been little theory or research directed towards understanding the contextual and cognitive issues underlying the decision to make career redirections, particularly in mid-life professionals

(Lent, Brown, & Hackett, 2000).

The second variable, degree of job search, was used to measure how far the participant actually went in researching and pursuing job alternatives. The degrees of these measures are also additive in nature. First, no job was considered; second, although considered no action was taken; third, although the job was explored it was not pursued; fourth, the job was pursued unsuccessfully; and fifth the job was pursued successfully.

Context. This is a self-evaluation of the participant's view of their environment or life situation during the period they considered or made a career redirection. During the interview, participants rated each context variable on whether it played a positive, negative or neutral role in their career redirection contemplation process. Personal context was the first group and was comprised of the following variables: criminal record, professional credentials, confidence, experience, divorce and health. Support context was the second group and is composed of familial and spousal support. Financial context was the third group and contained credit difficulties, money, empty nest, financial security, retirement security, spouse employed and the prevailing job market. Participants were asked to score each context category giving a negative 1 if it affected their decision in a negative manner, a zero if it had no effect and a positive 1 if it had a positive impact on their decision process.

Life Changing Event. This information was gathered using the "Life Event Survey" developed by Sarason, Johnson, and Siegel (1978). The definition of what is a life changing event and the assessment of its impact varies from person to person. The survey used is generally accepted and provides a useful framework to help to codify these events and their effect. A participant rated items on a list of events that normally occur

over the course of a person's lifetime. It is a seven point scale, ranging from a negative three to a positive three, and the participant evaluated each event assigning a negative value if this event had a negative impact, zero if it had no impact and a positive value if it had a positive impact. During the interview I sought a more detailed understanding of their survey responses and how these events might have affected their career. The survey was used during the interview to help the participants gain focus and develop a timeline straw man. It also was useful when discussing the contextual factors before, during and after these events and provided the participants a deeper level of insight into their situational issues during their period of career redirection contemplation.

Interview Procedure

Once the participants were identified I gathered the data using the following approach. By way of introduction, I reviewed the overall project without indicating what our hypotheses were. This would avoid the possibility of a participant skewing or their giving extra weight to a particular dimension.

If, after the introduction the person was still interested in participating I prepared and sent a package containing the introduction letter, participant consent form, the NEO-FFI survey book and answer sheet, the CASI survey book and answer sheet, the LES survey sheet and a stamped self-addressed envelope to return the materials

When I received the package and participant's resume, they were assigned an ID number, the surveys were scored and the data entered into a spreadsheet. The original paper work was filed in a locked storage box. The data was encrypted on our PC.

4) Once the data was compiled and analyzed the participant was contacted to schedule an interview. Face to face interviews were conducted when convenient for the participant.

Phone interviews were the alternative means for the interview. Transcripts would then be made available if the interviewee requested one. Finally, the results of each interview were evaluated, scores assigned and the data entered into the spreadsheet.

Results

Descriptive Statistics.

The means, standard deviations and correlations among the study variables are shown in Table 1.

Table 1
Correlations and Descriptive Statistics for Sample (n = 21)

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Extraversion	30.81	6.45												
2. Openness to Experience	33.24	5.67	.444*											
3. Career Worries	37.62	12.02	-.334	-.102										
4. Risk Taking Style	35.10	4.68	-.270	-.506	.344									
5. Degree of Job Pursued	2.67	1.77	.270	.248	-.514	-.262								
6. Degree of Job Search	2.95	1.72	.234	.310	-.272	-.261	.834**							
7. Total Context	33	4.81	-.106	-.073	-.285	-.150	-.192	-.277						
8. Personal Context	38	1.88	.126	.066	-.495	-.260	-.110	-.226	.752**					
9. Support Context	71	.64	-.375	-.419	.005	-.007	-.307	-.194	.694**	.424				
10. Financial Context	76	3.19	-.158	-.064	-.138	-.072	-.162	-.244	.923**	.458*	.594**			
11. Epiphanal Event	1.43	.51	-.218	.259	.003	.003	.334	.254	.041	-.022	-.066	.088		
12. Degree of Job Change	2.62	1.69	.108	.135	-.198	-.198	.792**	.632**	.041	-.157	-.151	.185	.376	.

Analysis of Hypotheses

Hypothesis 1a proposed that mid-life adults with higher scores in the personality traits extraversion and openness to experience will make a larger career redirection than those with lower scores. To test this hypothesis, career redirection was regressed on extraversion and openness to experience. ($R^2 = .02$, $p = .83$). Hypothesis 1a was not supported.

Hypothesis 1b proposed that mid-life adults with higher scores in the career attitude of risk taking style and lower scores in the career attitude career worries will make a larger career redirection than those with lower scores on risk-taking style and higher scores on career anxiety. To test this, career redirection was regressed on risk taking style and career worries ($R^2 = .13$, $p = .28$). Hypothesis 1b was not supported.

Hypothesis 2a proposed that contemplation mediates the relationship between personality and degree of career redirection. A variable functions as a mediator when it meets three conditions: (a) variations in levels of the independent variable significantly account for variations in the mediator; (b) variations in the mediator significantly account for variations in the dependent variables; and (c) when the above are controlled, a previously significant relationship between the independent and the dependent variable is no longer significant (Baron, & Kenny, 1986). A regression model (Baron, & Kenny, 1986) is the preferred analysis tool and three should be run for each relationship: First, I regressed the mediator on the IV. Second, I regressed the DV on the IV and thirdly, regressed the DV on both the IV and the moderator.

Job Pursued. I looked first at the contemplation variable of degree of job pursued as the mediator between personality and degree of career redirection. In Step 1, the degree of job pursued was regressed on extraversion and openness to experience. It was not significant ($R^2 = .025$, ns). In Step 2, the degree of career redirection was regressed on extraversion and openness to experience. It was not significant ($R^2 = .02$, $p = .83$). In Step 3, degree of career redirection was regressed on degree of job pursued, extraversion and openness to experience simultaneously. It was supported ($R^2 = .87$, $p < .000$). Degree of job pursued demonstrated an association with degree of career redirection

($\beta = .932$, $p < .000$).

Degree of Job Search. Next, I looked at the contemplation variable of degree of job search as the mediator between personality and degree of career redirection. In Step 1, the degree of job search was regressed on extraversion and openness to experience. It was not significant ($R^2 = .04$, ns). In Step 2, the degree of career redirection was regressed on extraversion and openness to experience. It was not significant ($R^2 = .02$, $p = .83$). In Step 3, degree of career redirection was regressed on degree of job search, extraversion and openness to experience simultaneously. It was supported ($R^2 = .62$, $p < .001$). Degree of job pursued demonstrated an association with degree of career redirection ($\beta = .79$, $p < .000$).

Thus, Hypothesis 2a was not supported. Degree of career redirection contemplation does not mediate the relationship between personality and the degree of career redirection. However, degree of career redirection contemplation did demonstrate an association with degree of career redirection.

Hypothesis 2b proposed that contemplation mediates the relationship between career attitudes, risk-taking style and career worries, and degree of career redirection. I followed the same mediator testing procedure as was used in Hypothesis 2a.

Job Pursued. First, I looked at the contemplation variable of degree of job pursued as the mediator between the career attitudes variable risk-taking style and career worries and the degree of career redirection. In Step 1, the degree of job pursued was regressed on risk-taking style and career worries. It was not significant ($R^2 = .18$, ns). In Step 2, the degree of career redirection was regressed on risk-taking style and career worries. It was not significant ($R^2 = .13$, $p = .28$). In Step 3, degree of career redirection was regressed

on degree of job pursued, risk-taking style and career worries simultaneously. It was supported ($R^2 = .87, p < .000$). Degree of job pursued demonstrated an association with degree of career redirection ($\beta = .95, p < .000$).

Degree of Job Search. Next, I looked at the contemplation variable of degree of job search as the mediator between the career attitudes risk-taking style and career worries and the degree of career redirection. In Step 1, the degree of job search was regressed on risk-taking style and career worries. It was not significant ($R^2 = .05, ns$). In Step 2, the degree of career redirection was regressed on risk-taking style and career worries. It was not significant ($R^2 = .13, p = .28$). In Step 3, degree of career redirection was regressed on degree of job search, risk-taking style and career worries simultaneously. It was supported ($R^2 = .67, p < .000$). Degree of job pursued demonstrated an association with degree of career redirection ($\beta = .75, p < .000$).

Thus, Hypothesis 2b was not supported. Contemplation does not mediate the relationship between career attitudes and the degree of career redirection. However, degree of job pursued demonstrated an association with degree of career redirection. Since there was a relationship between degree of career redirection contemplation and degree of career redirection, hypotheses 3 and 4 could be tested.

Hypothesis 3 proposed that a person's context moderates the relationship between career redirection contemplation and career redirection such that those with a more positive context are more likely to make a larger career redirection. Those with a lower positive context will score lower will have a lower degree of career redirection.

A moderator provides boundary conditions in which hypothesized effects do and do not hold. A moderator affects the direction and strength of the relationship between the IV

and the DV (Baron, & Kenny, 1986). By definition the moderator and IV variables are considered at the same level and the moderator variable should be uncorrelated with both the IV and the DV. If a correlation is found no further tests should be conducted. In the first step, the dependent variable is regressed on the independent variable and moderator. In the second step the dependent variable is regressed on the IV, moderator and the interaction of the IV and the moderator.

To test this hypothesis, I first looked at the relationship between the contemplation variable degree of job pursued with degree career redirection, considering the moderator variables of total, personal, support and finally financial context.

Total Context. In Step 1 the degree of career redirection was regressed on total context and degree of job pursued ($R^2 = .88, p < .000$). In Step 2, the degree of career redirection was regressed on total context, degree of job pursued and the interaction ($\Delta R^2 = .01, ns$).

Personal Context. In Step 1 the degree of career redirection was regressed on personal context and degree of job pursued ($R^2 = .87, p < .000$). In Step 2, the degree of career redirection was regressed on personal context, degree of job pursued and the interaction ($\Delta R^2 = .00, ns$).

Support Context. In Step 1, the degree of career redirection was regressed on support context and degree of job pursued ($R^2 = .88, p < .000$). In Step 2, the degree of career redirection was regressed on support context, degree of job pursued and the interaction ($\Delta R^2 = .00, ns$).

Financial Context. In Step 1, the degree of career redirection was regressed on financial context and degree of job pursued ($R^2 = .89, p < .000$). In Step 2, the degree of

career redirection was regressed on financial context, degree of job pursued and the interaction ($\Delta R^2 = .01$, ns).

Table 2 contains the results of each of the regressions of the degree of career redirection on the context variable groups and the degree of job pursued.

Table 2

Step 1 Regression of Degree of Career Redirection on Context and Degree of Job Pursued

Step 2 Regression of Degree of Career Redirection on Context, Degree of Job Pursued and the Interaction

Context	Step 1		Step 2	
	R ²	Sig.	ΔR^2	Sig.
Total Context	.88	.000	.01	ns
Personal Context	.87	.000	.00	ns
Support Context	.88	.000	.00	ns
Financial Context	.89	.000	.01	ns

Then I looked at the relationship between the contemplation variable degree of job search with career redirection, considering the moderator variables of total, personal, support and finally financial context.

Total Context. In Step 1, the degree of career redirection was regressed on total context and degree of job search ($R^2 = .65$, $p < .000$). In Step 2, the degree of career redirection was regressed on total context, degree of job search and the interaction ($\Delta R^2 = .01$, ns).

Personal Context. In Step 1, the degree of career redirection was regressed on personal context and degree of job search ($R^2 = .63$, $p < .000$). In Step 2, the degree of career redirection was regressed on personal context, degree of job search and the interaction ($\Delta R^2 = .01$, ns).

Support Context. In Step 1, the degree of career redirection was regressed on support context and degree of job search ($R^2 = .62$, $p < .000$). In Step 2, the degree of career redirection was regressed on support context, degree of job search and the interaction ($\Delta R^2 = .26$, $\beta = 1.45$, $p = .000$).

Financial Context. In Step 1, the degree of career redirection was regressed on financial context and degree of job search ($R^2 = .66$, $p < .000$). In Step 2, the degree of career redirection was regressed on financial context, degree of job search and the interaction ($\Delta R^2 = .01$, ns).

Table 3 contains the results of each of the regressions of the degree of career redirection on the context variable groups and the degree of job search.

Table 3

Step 1 Regression of Degree of Career Redirection on Context and Degree of Job Search
Step 2 Regression of Degree of Career Redirection on Context, Degree of Job Search and the Interaction

Context	Step 1		Step 2	
	R^2	Sig.	ΔR^2	Sig.
Total Context	.65	.000	.01	ns
Personal Context	.63	.000	.01	ns
Support Context	.62	.000	.26	.000
Financial Context	.66	.000	.01	ns

Thus, Hypothesis 3 was not supported for the variables total context, financial context and personal context. Spousal support as measured by the support context variable demonstrated a partial relationship. Our literature review identified both spousal and familial support as factors affecting the decision process when considering a career

redirection. However, the interaction was contrary to expectations. The hypothesis predicted that those with high levels of spousal support would be more likely to make a more radical change in career redirection than those with low spousal support. However, four participants with low spousal support ($n=4$) both contemplated and actually made a radical change in career redirection. Interestingly, three participants with high spousal support contemplated a radical change but ultimately made a low to moderate degree of career redirection.

Finally, as expected, four participants, even though they had high degrees of spousal support, conducted a low degree of job search and job pursuit which resulted in a small degree of career redirection and the remaining participants ($n=10$) scored highly on spousal support, degree of job search, degree of job pursued and made a radical career redirection.

Life Changing Event

Hypothesis 4 proposed that the experience of a life changing event moderates the relationship between career redirection contemplation and career redirection such that those experiencing a life changing event are more likely to make a radical career redirection. This test was performed using the same methodology in testing Hypothesis 3. The results are displayed in Table 4.

Job Pursued. In Step 1, the degree of career redirection was regressed on degree of job pursued and epiphanal event. It was not significant for an epiphanal event ($R^2 = .88, p < .000$). In Step 2, the degree of career redirection was regressed on degree of job pursued, epiphanal event and the interaction ($\Delta R^2 = .02, ns$).

Job Search. In the Step 1, the degree of career redirection was regressed on

degree of job search and epiphanal event. It was not significant for an epiphanal event ($R^2 = .62, p < .000$). In Step 2, the degree of career redirection was regressed on degree of job search, epiphanal event and the interaction ($\Delta R^2 = .01, ns$).

Table 4

Step 1 Regression of Degree of Career Redirection on Contemplation and Life Changing Event

Step 2 Regression of Degree of Career Redirection on Contemplation, Life Changing Event, and the Interaction

Contemplation	Step 1		Step 2	
	R^2	Sig.	ΔR^2	Sig.
Degree of Job Pursued	.88	.000	.02	ns
Degree of Job Search	.62	.000	.01	ns

Thus Hypothesis 4 was not supported. A life changing event did not moderate the relationship between the degree of career redirection and contemplation.

Discussion

Findings and Implications

I hypothesized that personality would exert a large influence on the career redirection processes. Specifically, it was expected that openness to experience and extraversion, would be significantly correlated with a larger change in career direction. I did not find a correlation to support our hypothesis. The NEO-FFI also measured the personality trait neuroticism. I might see a correlation between personality and the degree of career redirection if I were to expand our hypothesis and analysis to include neuroticism.

The CASI survey variables risk-taking style and career anxiety did not exhibit a correlation with the degree of career redirection. Post hoc analyses showed that, in this sample, low scores on career anxiety were exhibited by 75% indicating a low degree of

career anxiety. In addition, 90 % of our sample had measures at or above the mid-range score for risk-taking style indicating a higher than average tolerance for risk. The skew of the scores may indicate the need for a broader and larger sample.

I hypothesized that career redirection contemplation would mediate the relationship between personality and degree of career direction. I also hypothesized that career redirection contemplation would mediate the relationship career attitudes and the degree of career redirection. For both hypotheses a mediational interaction was not identified. I did discover a relationship between career redirection contemplation and the degree of career redirection as predicted. Intuitively, this relationship is understandable; the more active and wide ranging the contemplation of a redirection the greater the probability of a higher degree of career redirection.

The third hypothesis predicted that contextual support would moderate the relationship between contemplation and degree of career redirection. This was not supported by our research. A possible concern may be that our scale had only three scores: a negative score indicated negative support; a neutral score indicated no affect; and a positive score to indicate a positive affect. A scale using a larger number of levels of scoring might yield a better understanding of the impact of the individual context factors, lead to adding or deleting factors and the indication of a moderating affect.

The fourth hypothesis predicted that a life changing event would moderate the relationship between contemplation and the degree of career redirection. Where our hypothesis was not supported, alternative relationships between this variable and the other variables in the study should be explored. For example, a life changing event may moderate the relationship between personality and the degree of career redirection.

Limitations and Future Direction

The low size of the sample population greatly reduced the power of our statistical analysis and may have hidden or exaggerated the relationships identified in our research. Considering the quantity and complexity of the data I gathered, the number of participants should have been significantly higher than 21. The sampling should also draw on a broader mix of professional jobs, industries and geographical areas. This should include urban, suburban and rural participants. They were also drawn from the New York metropolitan area and the majority work for corporations.

Although I were able to gather some very focused research, I quickly discovered that there was little in the literature that attempted to build a conceptually, theoretically or operationally integrated model or that identified all the contributing factors. When I did find a significant body of literature and research, I were faced with the challenge of how to effectively compare measurement tools and findings. For example, I discovered that researchers use a number of different taxonomies for personality traits and employ different measurement methodologies. In addition, many of these methodologies have their own underlying or supporting theories of personality. Understandably, any attempt to “normalize” these traits, measurement tools and results into a larger, more comprehensive understanding of how personality affects the career redirection decision process was beyond the scope of this thesis. Where no correlation was identified it was decided that a different mix of personality traits, possibly other than those measured by the NEO-FFI, might support our hypothesis.

The CASI survey contains a variable, risk taking style, which measures a person’s risk tolerance as pertains to their career. Where the majority of the literature indicated

that a person arriving at mid-life is less risk tolerant and has a low score on risk taking style, it is effectively a uni-dimensional measure based on the fact that all the questions related to career risk are presented in the physical context of the work place. Based on our participant interviews, a very complex picture of the career redirection decision process emerged and no participant viewed the contemplation decision and change process as simply as the CASI domain representation. A review of risk literature might yield a better way to measure a person's tolerance for risk. The NEO-FFI did not have a clear measure of risk tolerance and therefore an evaluation of other personality surveys should also be conducted.

Turnover theory received most of the attention in the literature and yielded research focused individually on retention, personality and motivation in the world of work. Although the scope of this research was narrowly focused, it had the greatest potential for applicability by a corporation's human resources department. In the more recent literature, I did see an increasing appreciation of the complexity of the career redirection contemplation process. For example, retention theorists have acknowledged the need to broaden the scope of their research into the factors leading up to the turnover event and not just the event itself. Historically, job satisfaction was viewed as the strongest predictor of turnover behavior. In other words people were thought to leave their old job due to some source or level of satisfaction and were not necessarily seeking new opportunities or a change for change sake.

The outcome of most periods of contemplation is a decision on a course of action. Although the contemplation stages proposed by Prochaska and Norcross (2001) were originally designed to address a psychotherapeutic termination contemplation process

they can be adapted and used as a starting point for developing a career contemplation process “straw man”.

The greatest challenge in the development of a conceptual model for contemplation was how best to measure the process. I developed two scales in an attempt to quantify the process. First, I wanted to identify those participants that had considered a radical degree of change. Second, I needed to further understand how far they pursued it the change. A partial relationship was identified between degree of career redirection and the two contemplation variables; degree of job pursued and degree of job search. It seems logical that a person who would open themselves up to a very broad range of choices might also have a higher probability of actually making that change. It is somewhat analogous to “Once the ball started rolling.....”.

I also considered this important when trying to differentiate between an idle daydream and a serious course of action. For example, one participant talked of becoming a writer but had not put a plan in place and, upon review of their career decisions and history, did not have a career direction that aligned with their “dream job”. In contrast, another participant had always wanted to open a teashop. She didn’t actually open the teashop but they took some time during a work hiatus to price shop space and put together a business plan. They ultimately realized that they would have to sell a lot of tea to make a go of the business. The difference here is far more complex than just an active or passive approaches and suggests the concept of career/life planning and longer-term contemplation process.

Context is hard to measure and the unusual interaction resulting from our analysis bears this out. For some participants certain contextual elements could apply to a “slice in

time” evaluation of what surrounded them while they contemplated a career redirection and other context elements permeated every decision they made. For example, two of the participants (married to each other) had suffered the loss of a baby to SIDS approximately 17 years ago. Yet both reported that this event continued influencing to a large extent many of their decisions and general attitudes toward life and their career. This indicates that there may be a temporal component to some of the contextual elements in our research. A particular contextual factor may have greater weight (e.g. retirement funding) at one age then at another.

One possible approach to ensure that the right type of contextual data is being collected is to review various types of patient in-take forms. A large amount of demographic information as and contextual information is gathered at this time.

The “wake up call” referred to earlier from the 9/11 tragedy has been well documented and life changing events in general have been the subject of any number of books, stories and parables. Surprisingly, very little research has addressed its effect in a systematic, methodological approach on a career’s progression. Research is needed to understand the underlying factors of an life changing event’s impact on the degree of career redirection.

The volume of “baby boomers” entering mid-life and approaching retirement should drive an increasing amount of research across the disciplines discussed earlier. More importantly, the research should strive to develop a consensus on taxonomy and the identification of a generally agreed upon a set of measurement tools.

References

- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173-1182.
- Barrick, M. R., Mount, M. K., & Gupta, R. (2003). Meta-analysis of the Relationship Between the Five-Factor Model of Personality and Holland's Occupational Types. *Personnel Psychology*, *56*, 45-74.
- Bejian, D.V., & Salomone, P. R. (1995). Understanding mid-life career renewal: Implications for counseling. *The Career Development Quarterly*, *44*(1), 52-54.
- Bellou, V. (2006). *Psychological contract assessment after a major organizational change: The case of mergers and acquisitions*. Unpublished doctoral dissertation, University of Macedonia, Thessaloniki, Greece. Dissertation retrieved January 2, 2007 from Emerald Insight database.
- Boswell, W. R., Boudreau, J. W., & Tichy, J. (2005). The Relationship Between Employee Job Change and Job Satisfaction: The Honeymoon-Hangover Effect. *Journal of Applied Psychology*, *90*(5), 882-892.
- Brown, P. (2005, July). Outsourcing's Impact. *Optimize*. *4*(7), pg 17.
- Cartwright, S., & Holmes, N. (2006, June). The Meaning of Work: The Challenge of Regaining Employee Engagement and Reducing Cynicism. *Human Resource Management Review*, *16*(2), pp. 199-208
- Chartrand, J.M., Robbins, S. B., Morrill, W. H. & Boggs, K. (1990). The Development and Validation of the Career Factors Inventory. *Journal of Counseling Psychology*, *37*(4), 491-501.

- Costa, P.T. Jr., & McCrae, R. R. (1992). NEO PI-R: Professional Manual. Florida: Psychological Assessment Resources, Inc.
- Ebberwein, C. A., Krieshok, T. S., Ulven, J. C., & Prosser, E. C. (2004, June). Voices in Transition: Lessons on Career Adaptability. *The Career Development Quarterly*, 52, 292-308.
- Erikson, E. H. (1978). *Adulthood*. Oxford, England: W. W. Norton & Co, 1978. xii, 276 pp. [Book]
- Fields, D., Dingman, M. E., Roman, P. M., & Blum, T. C. (2005). Exploring Predictors of Alternative Job Changes. *Journal of Occupational and Organizational Psychology*, 78, 63-82.
- Garcia, L.F., Alujal, A., Garcia2, O., & Cuevas, L. (2005). Is Openness to Experience an Independent Personality Dimension? Convergent and Discriminant Validity of the Openness Domain and its NEO-PI-R Facets. *Journal of Individual Differences*, 26(3), 132-138.
- Guay, F., Senecal, C., Gauthier, L., & Fernet, C. (2003, April 1). Predicting Career Indecision: A Self-determination Theory Perspective. *Journal of Counseling Psychology*, 50(2), 165-177.
- Holland, J. L., & Gottfredson, G. D. (1994). *Career Attitudes and Strategies Inventory: An Inventory for Understanding Adult Careers*. Florida: Psychological Assessment Resources, Inc.
- Holmes, T., & Cartwright, S. (1993). Career change: Myth or Reality. *Employee Relations*. 15, 6, 37-54.
- Horn, P. W., Caranikas-Walker, F., Prussia, G. E., & Griffeth, R. W. (1992). A Meta-

Analytical Structural Equations Analysis of a Model of Employee Turnover.

Journal of Applied Psychology, 77(6), 890-909.

Johnson, R. B., & Onwuebuozie, A. J. (2004) Mixed Methods Research: A Research

Paradigm Whose Time Has Come. *Educational Researcher*, 33(7), 14-26.

Joslin, L. C. (1984, June). Strictly Speaking, Vocationally. *Vocational Guidance*

Quarterly, 32(4), 260-262.

Judge, T. A., Heller, D., Mount, M.K. (2002). A Five-Factor Model of Personality and

Job Satisfaction: A Meta-Analysis. *Journal of Applied Psychology*, 87(3), 530-

541.

Juntunen, C. L. (2006). The Psychology of Working: The Clinical Context.

Professional Psychology: Research and Practice, 37(4), 342-350.

Koestner, R., Lekes, N., Powers, T. A., & Chicoine, W. (2002). Attaining Personal

Goals: Self-concordance Plus Implementation Intentions Equals Success. *Journal*

of Personality and Social Psychology, 83(1), 231-244.

Leland, J. (2006, October 24). "taking the money". *The New York Times - Special*

Retirement Section, p 1.

Lent, R.W, Brown, S. D., & Hackett, Gail. (2000) Contextual Support and Barriers to

Career Choice: A Social Cognitive Analysis. *Journal of Counseling*

Psychology, 47(1), 36-49.

Levinson, D. J. (1977, May). The Mid-life Transition: A Period in Adult Psychosocial

Development. *Psychiatry: Journal for the study of Interpersonal Processes*,

40(2), 99-112.

Louis, M. R. (1980) Career Transitions: Varieties and Commonalities. *Academy of*

- Management Review*, 5(3), 329-340.
- Maguire, H. (2002). Psychological Contracts: Are They Still Relevant? *Career Development International*, 7(3), 167-180.
- Mattes, A. (2004). Mid-life career changes: An exploratory case study. *Dissertation Abstracts International Section A: Humanities & Social Sciences*. Vol. 64(12-A), pp. 4643.
- McCrae, Robert R., & Costa, Paul T. (1989, February). More Reasons to Adopt the Five-Factor Model. *American Psychologist*, 44(2), 221-234.
- McMeekin, G. (2002, May). After 9/11, some workers turn their lives upside down. *USA Today*, 1-4.
- Miller, W. R., & C' de Baca, J. (2001) Quantum Change: When Epiphanies and Sudden Insights Transform Ordinary Lives. New York: The Guilford Press. (Book)
- Mobley, William H.(1977). Intermediate Linkages in the Relationship Between Job Satisfaction and Employee Turnover. *Journal of Applied Psychology*, 62(7), 237-240.
- Murphy, P. P., & Burck, H.D.(1976). Career Development of Men at Mid-life. *Journal of Vocational Behavior*, 9(3), 29-33.
- Neugarten, B. L., & Neugarten, D. A.(1987, May). The Changing Meanings of Age. *Psychology Today*, 21(5), 29-33.
- Nicholson, N., & West, M.(1989) Transitions, Work Histories, and Careers. *Handbook of career theory*. Arthur, Michael B. (Ed); Hall, Douglas T. (Ed); Lawrence, Barbara S. (Ed); pp. 181-201.
New York, NY, US: Cambridge University Press, 1989. xix, 549 pp

- Palmisano, S. J. (2006, August). Global Integration and the Decline of the Multinational *World Trade*, 19(8), pg. 8.
- Perosa, L.M., & Perosa, S. I. (1997). Assessments for use with mid-career changers. *Journal of Career Assessment*, 5(2), 151-165.
- Prenda, K. M., & Lachman, M. E.(2001). Planning for the Future: A Life Management Strategy for Increasing Control and Satisfaction in Adulthood. *Psychology and Aging*, 16(2), 206-216.
- Prochaska, J. O., & Norcross, J. C. (2001, Winter). Stages of Change. *Psychotherapy*, 38(4), 443-448.
- Reynolds, C. (2004, October). Boomers, Act 2. *American Demographics*, 1(1).
- Ryan, A.M., West, B. J., & Carr, J.Z. (2003, August). Effects of the Terrorist Attacks of 9/11/01 on Employee Attitudes. *Journal of Applied Psychology*, 88(4), 647-659.
- Rajan, R., & Wulf, J.(2003, April). The Flattening of Corporate Management. National Bureau of Economic Research, Working Paper No. 9633. Issued in April 2003.
- Salamone, P. R., & Slaney, R. B. (1982, July). The Influence of Chance and Contingency Factors on the Vocational Choice Process of Non-professional Workers. *American Psychologist*. 37(7), 747-755.
- Sarason, I. G., Johnson, J. H., & Siegel, J. M. (October, 1978). Assessing the Impact of Life Changes: Development of the Life Experiences Survey. *Journal of Consulting & Clinical Psychology*, 46(5), 932-946.
- Schroots, J.F. (2003, September). Life-course Dynamics. *European Psychologist*, 8(3), 192-199.
- Sterrett, E. A. (1997, February). A Psychosocial Analysis of Job Transitions.

- Dissertation Abstracts International: Section B: *The Sciences & Engineering*, Vol. 57(8-B), pp. 5392. [Dissertation Abstract].
- Stewart, A. J., & Vandewater, E. A. (1999). "If I had to do it over again...": Mid-life Review, Midcourse Corrections and Women's Well-being in Mid-life. *Journal of Personality and Social Psychology*, 76(2), 270-283.
- Stum, D. L. (2001). Maslow Revisited: Building the Employee Commitment Pyramid. *Strategy and Leadership*, 29(4), 4-9.
- Super, D. (1954). Career Patterns as a Basis for Vocational Counseling. *Journal of Counseling Psychology*, 1(1). 9-20.
- Super, D. E., Knasel, E. G. (1981, July). Career Development in Adulthood: Some Theoretical Problems and a Possible Solution. *British Journal of Guidance & Counselling*, 9(2), 194-201.
- Vakola, M., Tsaousis, I., & Nikolaou, I. (2003, December) The Role of Emotional Intelligence and Personality Variables on Attitudes Toward Organisational Change. *International Journal of Selection and Assessment*, 11, 88-110.
- Wadhvani, S. (2004, September) Is Outsourcing Killing Jobs? *Optimize*, pp 19.
 In an interview with Lou Dobbs.
- Wortley D.B. & Amatea E.S. (1982, April). Mapping Adult Life Changes: A Conceptual Framework for Organizing Adult development Theory. *The Personnel and Guidance Journal*, 476-482.
- Zingaro, J. C. (1983, September). A Family Systems Approach for the Career Counselor. *Personnel & Guidance Journal*, 62(1), 24-27.