

Executive career management: Switching organizations and the boundaryless career [☆]

Robin A. Cheramie ^{a,*}, Michael C. Sturman ^{b,1}, Kate Walsh ^{b,1}

^a Department of Management and Entrepreneurship, Michael J. Coles College of Business, Kennesaw State University, 1000 Chastain Road, #0404, Kennesaw, GA 30144-5591, USA

^b Cornell University, School of Hotel Administration, 541 Statler Hall, Ithaca, NY 14853, USA

Received 22 June 2007

Available online 21 September 2007

Abstract

There has been little research examining executives who change jobs by specifically following these individuals both before and after their employer changes. By incorporating research on the boundaryless career [Arthur, M. B., & Rousseau, D. M. (Eds.). (1996). *The boundaryless career: A new employment principle for a new organizational era*. New York: Oxford University Press; Sullivan, S. E., & Arthur, M. B. (2006). The evolution of the boundaryless career concept: Examining physical and psychological mobility. *Journal of Vocational Behavior*, 69, 19–29] and applying Frank's theory of relative standing (1985), this study examined factors that may cause executives to change jobs in the context of managing their careers. Our findings revealed that factors, such as age and compensation, were related to the likelihood of job movements as well as declining organizational health. Post-hoc analyses also indicated that executive job-changers received significantly greater increases in total compensation and were more likely to receive increases in organizational status. © 2007 Elsevier Inc. All rights reserved.

Keywords: Boundaryless career; Executive career management; Job movements; Physical mobility; Employer changes; Relative standing

[☆] Thank you to Luke Cashen and Marcia Simmering for helpful comments on this paper. All authors contributed equally to this study and are listed in alphabetical order.

* Corresponding author. Fax: +1 770 423 6606.

E-mail addresses: rcheram1@kennesaw.edu (R.A. Cheramie), mcs5@cornell.edu (M.C. Sturman), kmw33@cornell.edu (K. Walsh).

¹ Fax: +1 607 254 2971.

1. Introduction

Similar to research in the turnover and selection literatures, studies of executives have examined movements across organizations from the organizations' point of view (Boeker, 1997; Gunz & Jalland, 1996; Sullivan, 1999). This approach, however, only reveals one perspective on executives. Executives are not simply organizational resources. As suggested in the boundaryless career model (Arthur & Rousseau, 1996; Sullivan & Arthur, 2006), they are also individuals who seek to manage their own careers by taking advantage of opportunities to maximize their success (Eby, Butts, & Lockwood, 2003; Judge, Boudreau, & Bretz, 1994; Judge, Cable, Boudreau, & Bretz, 1995). The present research examined the job movements of executives across organizations (compared to a sample of non-moving executives) in the context of boundaryless careers. We sought to explicate the factors associated with the likelihood of executives making firm changes versus remaining with their organizations.

The boundaryless career refers to the notion that today's professionals manage their own career paths, as they seize new and often different job opportunities to obtain training, enhance their human capital, and remain marketable (Arthur, Khapova, & Wilderom, 2005; Arthur & Rousseau, 1996; Sullivan & Arthur, 2006). Thus, rather than remain with one organization and line of work over the course of their careers, individuals self-manage their careers by autonomously capitalizing on new opportunities that they believe will provide them with valued returns in exchange for performance. In doing so, these professionals cross-over both physical and psychological boundaries, whereby they actually move between organizations (i.e., physical boundaries) and/or believe they have the capacity to move across boundaries (i.e., psychological boundaries). This is because individuals' relationships with their organizations are transactional and exchange-based (Blau, 1964) and their obligations to their organizations are short-term, indefinite, and both performance and contractually oriented (McLean Parks, Kidder, & Gallagher, 1998). Professionals continuously evaluate how well their organizations are meeting their stated and implied contractual obligations, as well as the perceived availability of better opportunities in the marketplace (Rousseau & Wade-Benzoni, 1994). As a result, some individuals may have multiple careers and multiple job movements during their lifetime (Sullivan & Arthur, 2006).

Research on boundaryless careers indicates that both intrinsic and extrinsic factors influence career choice decisions. However, much attention has been paid to describing the type and impact of intrinsic factors (e.g., Arthur, Inkson, & Pringle, 1999). There has been little examination of executive careers and the relationship that exists between extrinsic factors (e.g., pay and status) and executives' organizational mobility. Research in executive compensation (e.g., Hambrick & Cannella, 1993; Judge et al., 1995; Lubatkin, Schweiger, & Weber, 1999) has implicitly assumed the importance of extrinsic factors in executive attraction and retention, but little research has focused on how extrinsic factors relate to executive career management.

The present study examined if these more extrinsic factors do—and more specifically to what extent they do—influence executives as they change firms. We argue that some executives are continually determining if other job opportunities will enable them to differentially obtain or maintain valued extrinsic job factors. Although we anticipate finding similar results between the typical employee and the contemporary executive in their mobility patterns, previous research has not examined executive-mobility from this point

متن کامل مقاله

دریافت فوری ←

ISIArticles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات