

Determinants of Career Change: A Literature Review

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ABSTRACT

A recent study found that 49% of employees had change careers from a wide range of industries. However, most successful career switchers take years to learn new skills, network, and be financially prepared. The study uses the literature review as a means to examine available scientific literature on the demographic characteristics, personal, and organizational factors as determinants of a career change. The content analysis of scientific literature was used. The sources came from research databases such as google scholar, directory of open access journals, PubMed, and other websites. The findings suggest that demographic characteristics, personal, and organizational factors are determinants of a career change.

Keywords — Career Change, Determinants, Literature Review, Content Analysis, United Arab Emirates, Overseas Filipinos

INTRODUCTION

Constant and unexpected shifts characterize the contemporary world of work. As a consequence, jobs are less stable and predictable, and frequency and complexity increase in job transitions (Masdonati, Fournier, & Lahrizi, 2017). According to the integrated model of a career change, organizational and personal

factors influence an individual's ability to change careers (Cabral, Rhodes, & Doering, 1985).

The Philippine government has hailed Overseas Filipino Works (OFWs) as "New Heroes" (Bautista & Tamayo, 2020). In a survey from Eon Insight, the profile of Filipinos in the United Arab Emirates has shifted with an influx of professionals coming in their quest for a better life that plays a major part in the growing economy of the region (De Leon, 2019). The recent global pandemic has caused over 1 million Overseas Filipino Works to lose their jobs (Aben, 2020). With this, the Researcher was inspired to study the determinants of a career change to help individuals who are in the process and planning to change their careers.

Despite this, there have been limited studies on the determinants of career change of Overseas Filipinos in the United Arab Emirates. Hence, this paper presents and discusses the published literature and studies that have a direct bearing on the study.

OBJECTIVES OF THE STUDY

This study aimed to understand the determinants of a career change. Specifically, the Researcher would like to determine the demographic characteristics, personal and organizational factors of a career change and describe the situation of Overseas Filipino Professionals in the United Arab Emirates.

METHODOLOGY

The study uses the literature review to examine available scientific literature on the personal and organizational factors as determinants of a career change. The content analysis of scientific literature was used. The sources came from research databases such as google scholar, directory of open access journals, PubMed, and other websites. Content analysis is a method in research used in the social sciences to draw textual inferences (Shropshire & Kadlec, 2012).

The content analysis followed a 5 step procedure: selecting the content to analyze, defining the units and categories of analysis, developing a set of rules for coding, coding the text according to the rules, analyzing the results, and drawing the conclusions (Luo, 2020).

In this case, the researcher searched relevant articles using "determinants of career change" as a keyword. About 1,540,000 results were initially found.

After completing the initial review, 34 articles were found to have a significant contributor to determinants of a career change and thus, was included as a sample of the study.

The websites were selected using the following criteria: reputation, accessibility, content availability, and bibliometrics. The articles were coded in terms of content grouping such as personal factors and organizational factors as determinants of a career change.

RESULTS AND DISCUSSION

Career Change

Career change refers to a transition to a new occupation that is not part of a career progression (Rhodes & Doering, 1983; Lawrence, 1980). As further explained by Carless & Arnup (2011), a career change can be a change of work position in a different occupation category or field, where new training is undertaken, making the previous skills and responsibilities largely irrelevant. As an example of a career change, Ibarra (2004) cited a litigator leaving law to run a non-profit organization or a corporate employee starting his or her own business. To make a clear distinction with a job change, Rhodes & Doering (1983), according to Schyns, Torka, & Gossling (2007), job change is a transition to a similar job or a job that is part of a normal career path. Kurniawan, Musa, Dipatmodjo, & Nurman (2020) defined readiness as the maturity of an individual from the learning experience to perform certain activities or jobs. They added that readiness is the main capital for someone to do any work, that with this readiness, the maximum results are obtained. Readiness is one of the most important factors in employee's change initiatives (Armenakis & Fredenberger, 1997; Holt, Armenakis, Field, & Harris, 2007).

According to El-Sabaa (2001); Chen et al. (2019), a career is where individuals experience overtime in their evolving sequence of work activities. McKay (2020) viewed career change in many different ways. It could mean switching occupational fields, getting a job with a different employer, or advancing to another position within the same field. The American Institute for Economic Research, as cited by Rosato (2015), a career change can be classified as a change in jobs either from the same or different employer or field. A career change can be voluntary (e.g., when a person, at his own free will, decides to change) or involuntary (e.g., the person is laid off and forced to change) (Masdonati, Fournier, & Lahrizi, 2017). They further added that whatever the circumstances, career change is not part of a typical career path.

A recent study made by Indeed, cited by Fisher (2020), found that 49% of employees had change careers from a wide range of industries. An earlier article from Monster (2018) also reported that 59% of working adults were interested in taking the leap based on a survey from the University of Phoenix School of Business. The article cited seven worst mistakes in making a career change such as making a rash decision, choosing a new career based on salary, not searching the job market in the next field, neglecting your networking, quitting without having another job lined up, going back to school prematurely, and not adjusting the resume for a career change.

On the other hand, Hannon (2011) stated that the most successful career switchers take years to learn new skills, network, and prepare financially. Vigoda-Gadot, Baruch, & Grimland (2014) also mentioned that one characteristic of modern careers is frequent job changes, either caused by dynamic market conditions, market economics, or initiated by the individual. LaPonsie (2015) added that second careers might be particularly appealing to older workers who are either ready for a change or who find themselves unemployed but with options in their current field. As cited in her article, about 4.5 million workers between 50 and 70 years of age have second careers, and within the next 5 years, another 21 million are expected to join them. Rosato (2015) also contended that older workers who seek career changes are found to be successful when using skills from their previous careers. Many people longer assume that work is the central life interest in making career decisions (Savickas, 2011) and creating purpose and doing things that matter to families and community (Liu, Englar-Carlson, & Minichiello, 2012).

Baucus & Human (1994) revealed in their study that technology-oriented retirees are less likely to get in the entrepreneurial process than management-oriented retirees. Technology-oriented retirees are more likely to view departure as involuntary, deriving from starting conditions (e.g., old job or company). On the other hand, retirees with management skills end to view departure as voluntary toward desired end states.

Preparedness for change refers to an individual's wish to achieve a higher task demand situated on his or her level of desires Schyns, Torka, & Gossling (2007), which he or she has thought about but has not acted to seek change (Schyns, 2004). Salmela-Aro, Mutanen, & Vuori (2012) added that career preparedness could be seen as a motivator in the process us individuals adjust to a working environment, make plans, establish intrinsic goals, strive to improve the future, and evaluate opportunities and competencies in achieving these work

goals. Readiness includes assessments that determine the individual's degree of preparedness to make a career decision (Johnstone, 1999; Kulcsar, Dobrea, & Gati, 2020). Lazarides, Vijaranta, Ranta, & Salmela-Aro (2017) and Vuori & Vinokur (2005) added that preparedness for transitions is conceptualized as adolescents' self-efficacy and inoculation against setbacks.

In several studies, a 19-item career transition inventory adapted from Fernandez, Fouquereau, & Heppner (2008) was used to measure readiness, confidence, and decision independence. CIT is a well-known measure for assessing perceptions of psychological resources when adults undergo a career change. The 19-item inventory is a French version of the Career Transition Inventory (CTI), one of the few currently existing questionnaires specifically designed to assess psychological resources during the career transition process (Heppner, Multon, & Johnston, 1994). Heppner (1998) defined transition in terms of (1) task change – a transition from one set of tasks to another set within the same location and same job, (2) position change – a transition in jobs to a different department employer or with the same employer or location, but with only a slight shift in job duties, and (3) occupation change – a shift from one set of duties to a different set that might include a new work setting.

Most studies indicate that occupations provide the greatest rewards, generate the greatest commitment, and have the most structured career lines (Neopolitan, 1980). Other researchers focus on three different aspects of career change: input (which refers to the reasons and motives of career change), processes (the experience of change), and output (the outcome of career change) (Masdonati, Fournier, & Lahrizi, 2017).

Personal Factors of Career Change

Individuals need to understand themselves if they are to develop a wise career plan (Kiongo, 2020). A developed career blueprint includes assessing personality through self-evaluation and communication with others (Harris & Jones, 1997). In this study, the personal factors that are determinants of career change readiness are discussed in the following sections. Personhood is considered the primary determining factor that shapes an individual's career choice, career development, and career transition experiences (Liu, Englar-Carlson, & Minichiello, 2012). Personhood refers to the special attributes, attitudes, values, beliefs, and styles that influence how one thinks, feels, and behaves (Glas, 2006; Liu, Englar-Carlson, & Minichiello, 2012). Whatever the kind of transition, it often requires a reorientation of goals, attitudes, identity, vocational routines, and many other

large or subtle changes (Ashforth & Saks, 1995; Fernandez, Fouquereau, & Heppner, 2008). “People search for environments that will let them exercise their skills and abilities, express their attitudes and values, and take on agreeable problems” (Holland, 1985a; Oleski & Subich, 1996). Holland further suggested that when individuals change careers, they search for a work environment compatible with their personality structure.

Personality Traits

According to the American Psychological Association (2019), as cited by Soutter, Bates, & Mottus (2020), personality is the characteristic pattern of thoughts, behaviors, and feelings exhibited by individuals that form a core part of one’s motivations, beliefs, values, and attitudes. There is an important role of personality traits in determining an individual’s career satisfaction (Tan and Yahya, 2011). Yet, there have been limited studies on personality and career change, and none that has used the five-factor model as a framework. Carless & Arnup (2011). The Big-Five Theory on personality traits believed that individual characters could affect their interpretations and reactions to their environment (Marchalina, Ahmad, & Gelaidan, 2020; Santos, 2016). It is widely accepted as a robust framework for personality trait conceptualization (Lounsbury et al., 2003).

The Five-Factor Model (FFM) of personality is an empirical generalization about the covariation of personality traits labeled as Neuroticism (N), Extraversion (E), Openness (O), Agreeableness (A), and Conscientiousness (C) (John, Robins, & Pervin, 2010; McCrae & Costa, 1999). Three appear to be the most relevant to career success from the Big Five dimension: neuroticism, extraversion, and conscientiousness (Judge, Higgins, Thoresen, & Barrick, 1999).

Openness to Experience. Costa & McCrae (1992); Carless & Arnup (2011) referred to openness to experience as a personality dimension characterized by imagination, curiosity, creativity, intelligence, and being open to a range of new experiences. They added that high scores on creativity and risk-taking style were associated with career change (Donohue, 2007; Kanchier & Unruh, 1989). Career changers saw their roles as instruments for self-expression and advancement and prepared to take risks to achieve rewards (Kanchier & Unruh, 1989).

Extraversion. Higgins (2001) explained that extroverts enjoy others’ company, are gregarious, talkative, confident, optimistic, and energetic. They are confident and positive individuals who are likely to initiate and succeed in making a career change. Gully & Eden (2004) defined general self-efficacy as a belief in the ability

to perform across various situations. Heppner, Multon, & Johnson (1994) added that self-efficacy is a key attribute that facilitates career change. On the contrary, Carless & Arnup (2011) revealed that general self-efficacy was unrelated to a career change. Workers are empowered and build confidence when making a successful career change (Masdonati, Fournier, & Lahrizi, 2017).

Conscientiousness. Hom & Griffeth (1995) described conscientious individuals as self-disciplined, confident, planned, orderly, reliable, and deliberate. They are more inclined to consider important decisions carefully and less likely to leave their organization carelessly than those individuals with low scores in conscientiousness. Bozionelos (2004) added that people who score high on conscientiousness should have more work involvement having a sense of duty towards the role they assume. According to meta-analytic studies, Bozionelos (2004) further suggested that conscientiousness is the most potent and consistent correlate of job performance across all types of jobs and occupations.

Neuroticism. Individuals who have characteristics that include excessive worry, pessimism, low confidence, and experience negative emotions and score high in neuroticism are people who will be less likely to develop positive attitudes towards their work (Bozionelos, 2004).

Agreeableness. Bozionelos (2004) associates agreeableness with altruism, friendliness, and modesty, while a low score in agreeableness includes antagonism, impression management, and selfishness. He further added that people must prioritize relationships with other overwork and career success.

Demographic Factors of Career Change

Demographic variables such as age, gender, marital status, and human capital variables, including educational attainment, organizational grade, and organizational tenure, influence individuals to consider work and career as life priorities and dedicate personal time and energy to their work (Bozionelos, 2004).

Age. In a study made by Carless & Arnup (2011), they found that younger individuals were more likely to change occupations than older individuals. This finding is consistent with those of the previous research (Blau, 2000; Blau and Lunz, 1998; Harper, 1995). Parrado, Caner, & Wolff (2007) Breeden (1993) observed that they become less likely to change careers as people age. Their findings revealed that the workers who most often changed careers were less than 30 years old in contrast to older people who have gained substantial investments. The effect of career transitions can be particularly severe for middle-aged men who have been in their profession for many years (Liu, Englar-Carlson, &

Minichiello, 2012; Evetts, 1996).

Gender. Males are more likely to change careers compared to females (Carless & Arnup, 2011), which is a contention supported by some studies revealing that males change their careers more frequently than females (Parrado, Caner, & Wolff, 2007). However, Carless & Arnup (2011) explained that other studies reported no gender differences in intentions to change careers (Carless & Bernath, 2007; Markey & Parks, 1989).

Marital Status. Carless & Arnup (2011) found that marital status does not affect changing careers. Such finding is similar to that of Blau (2000), Blau and Lunz (1998), and Carless and Bernath (1993). Some researchers argued that single individuals are more likely to change careers. According to Breeden (1993), Markey & Parks (1989), and Parrado, Caner, & Wolff (2007), married workers are less likely to change careers due to the risks and consequences associated with changing jobs. Career transitions often significantly affect a professional's psychological and social status, relationships within the family, physical health and well-being, and lifestyle (Jokisaari, 2003; Miller, 2007; Liu, Englar-Carlson, & Minichiello, 2012).

Children. According to Carless & Arnup (2011), individuals with dependent children are less likely to change occupations. Likewise, Neopolitan (1980) found that the lack of dependents was an important factor that mid-career individuals nominated as a factor influencing their decision to change careers. On the contrary, Griffith, Hom, & Gaertner (2000) averred that the number of children is negatively related to job turnover.

Education. Based on human capital theory Becker (1962), higher levels of education increase the individuals' opportunity cost of leaving their career and tend to keep them in the career longer than their less-educated counterparts. More educated workers have a wider range of tasks they can perform and can learn a greater repertoire of job skills via on-the-job training compared to less-educated individuals. On the contrary, the findings of Carless & Arnup (2011) revealed that better-educated employees are more likely to change careers than those with limited education. Employees with a high level of education are more able to acquire the knowledge and skills required in a new career.

Organizational Factors of Career Change

Organizational factors are relevant to the career change process (Rhodes & Doering, 1983). Ben-Osaro & Osaro (2020) added that career choice is dependent on three categories of factors: extrinsic, intrinsic, and interpersonal.

They explained that extrinsic factors are not inherent in the nature of the tasks or of the occupational role. These factors include labor market conditions, employer brands, salaries and income, job security, job availability, good remuneration, and/or prestige of the occupation or job. In this study, job security and salary are selected as determinants of a career change.

Job Satisfaction

Career satisfaction has been seen as an underlying factor of career success. It has been studied in various contexts such as related to school teacher's skills and professional accomplishments, role harmony of female physicians, salary and promotions, burnout, career stress of counselor education professionals, organizational support and work pressure of female professionals and managers, career salience and role-management strategies of dual career couples, career mentoring, differences between physicians and psychiatrists, career plateauing, career choice factor for social workers, work-family integration and structural work variables, work-personal life balance of female professionals and managers, career status of female psychologists in medical schools, demographic, human capital, motivational, organizational, and industry/region variables (Lounsbury et al., 2003).

Job satisfaction refers to one's attitudes toward a job (Price, 2002; Lee, MacPhee, & Dahinten, 2020). It is the function of the perceived relationship between what an individual wants from his/her job and what an individual perceives it as offering or entailing (Locke, 1969; St-Jean & Duhamel, 2020). On the other hand, job dissatisfaction arises from a lack of congruence between an individual's work orientation and the benefits of occupation, and results of attraction from a perceived resemblance between the two (Neopolitan, 1980). Furthermore, for change to occur, discontent with the first occupation and attraction to a second occupation is important but do not cause a change in all cases. Neopolitan (1980) further explained that even where there are discontent and attraction, barriers to change are most financial in nature and can discourage or postpone change.

In Rhodes & Doering's (1983) model of a career change, job dissatisfaction is likely to lead to thoughts about a career change. Similarly, Blau (2000), Blau & Lunz (1998), Carless & Bernath (2007), Donohue (2007), and Ostroff & Clark (2001) found that feeling dissatisfied at work leads to thoughts about changing careers. Surprisingly, Carless & Arnup (2011) found that job dissatisfaction was not an antecedent of a career change. The 38 items abridged Job Descriptive

Index (JDI) from Bowling Green State University (BGSU) was used to measure people's job attitudes toward the present job, job in general, work on a present job, pay, opportunities for promotion, and supervision. Researchers of job satisfaction have widely adopted the Job Descriptive Index (JDI) designed by Smith, Kendall, & Hulin (1969) as the instrument to measure five organizational and individual outcomes related to job satisfaction, namely work, pay, co-worker, and supervision. The Job Descriptive Index (JDI) is a popular measure of job satisfaction (Stanton et al., 2002; Buckley, Carreher, & Cote, 1992; DeMeuse, 1985). Having a work-life balance and job satisfaction decreases the likelihood of salaried individuals developing the intention to start a business in an innovation-driven economy (St-Jean & Duhamel, 2020).

Job Security. Carless & Arnup (2011) found that a lack of job security led to career change. However, Lewis & Thomas (1987) and Doering & Rhodes (1989) averred that there is scant evidence to suggest that job security is an antecedent of a career change.

Salary. A higher salary is not related to a career change (Carless & Arnup, 2011). Similar findings by Markey & Parks (1989) explaining that seven out of ten workers who voluntarily changed careers reported higher earnings in their new career.

Promotion. In a survey by the North American Workers cited by Gurchiek (2008), workers were most likely to change careers if they fail to see advancement opportunities at their current employer. As found in a survey by Randstad's 2015 Employer Branding Survey cited by Scale (2015), employees leave jobs for career growth more than money. Abdulla, Djebarnie, & Mellahi (2011) explained that promotion opportunity is a significant determinant of job satisfaction in the UAE organizations.

Given this context, the researcher explored the career change readiness of Overseas Filipino Professionals in the United Arab Emirates (UAE). The following section discusses the situation and living conditions of Filipinos working in the UAE.

Overseas Filipino Professionals in the UAE

In an article from Redvers (2018), millions of expatriate workers from all levels and nationalities are making the oil-rich UAE their home. The majority of foreigners are living mainly in the business hubs of two emirates, namely Dubai and Abu Dhabi. Dubai is a major tourist destination famous for luxury beach resorts, soaring buildings, and glossy shopping malls. The United Arab Emirates

(UAE) was built with the help of the Expatriates. In 1980, the UAE was only home to barely one million people, compared to today's 9.5 million. For years, the UAE was known as a place where professionals could earn high salaries and generous packages that included housing, healthcare, education, travel, and cars. Expatriates enjoyed a high-end lifestyle, while others took the opportunity to save.

Filipinos, who are renowned migrants to different parts of the world, are globally recognized in the professional workforce (Claver, 2020). According to the Philippine Statistics Authority (2018) in its 2017 Survey on Overseas Filipinos, at any time from April to September 2017, the number of Overseas Filipino Workers (OFWs) who worked abroad was estimated at 2.3 million, where 15.3% worked in UAE. Existing work contracts or those Overseas Contract Workers (OCWs) compromised 97% of the total OFWs during the period April to September 2017. The rest (3%) worked overseas without contracts. In this survey, CALABARZON had the largest proportion of OFWs (20.7% of the total OFWs) while female OFWs (53.7%) were more than male OFWs (46.3%). About occupation, 37.6% were in elementary occupations, service and sales workers (18%), plant and machine operators and assemblers (13.7%), craft and related trade workers (11.4%), professionals (8.7%), managers (estimated at 1.1%), and technicians and associate professionals (estimated at 5.8%).

In the UAE, modernizing the labor market is one of the key areas of government focus. It will require a more competitive and less fragmented labor market to achieve sustainable, private-sector-led growth while meeting the authorities' objective of employing more nationals in the private sector. Such a move ensures that talent is directed to its most productive uses. Simultaneously, the authorities are exerting efforts to ensure that the UAE continues to attract and retain expatriate talents.

Based on Robert Half UAE Salary Guide (2019), there is an attraction of digital talents from organizations within the Middle East through a range of workplace initiatives, such as work environment modernization (86%), training and development (81%), and improved compensation packages (79%). The way the economy grows has become a concern for 37 percent of organizations to remain competitive due to the challenges in looking for qualified talents. The trend for UAE businesses is to streamline remuneration packages while retaining the competitive edge that is crucial in attracting and retaining talents.

According to Parasie & Amon (2018), Dubai posted its biggest loss in jobs in 2018 since the global financial crisis a decade ago. The high paying positions

were mainly impacted by this crisis, which was a major contributor in helping turn the desert into a city of huge skyscrapers and populate the country in just a few decades.

Chris Greaves, the managing director of recruitment firm Hays in the Middle East, said that offering reduced salary as an alternative to widespread restructuring is being implemented by some companies. Secondly, it is increasingly prevalent that someone who loses his/her job has to accept a lower salary to secure the next job role. According to his agency's 2019 Salary and Employment Report, the low energy prices have had a sustained effect on how companies approach and manage their recruitment. Of those surveyed, 32% reduced the size of their headcount in 2018 and observed candidates' selection processes to be much more time-consuming and rigorous than previous years. Organizations identified and hired the most capable talents who have significant value to their business. The survey also suggested that many companies are still finding trading conditions tough, and for these organizations managing their cost base is a top priority. Greaves believed that many companies face challenges by not increasing their pricing to their customers to cover the growing cost base of raw materials, licensing and regulatory costs, shipping and transportation, and so on.

Income is a key factor in deciding to move to the UAE. The UAE placed fifth for wage growth - 19th for economic confidence, 6th for entrepreneurship, 9th for career progression, 22nd for work-life balance, and 26th for job security (The National, 2017).

According to Gulf News (2017), in a study among more than 300 senior HR professionals in the Gulf Cooperation Council (GCC) region, the most significant areas of focus for the next two decades are retention and talent management.

There will be a huge impact caused by substantial investment in artificial intelligence and robotics on ex-pats workforces across the region. They will be rendered redundant, creating a less dense but more productive population (Asharq Al-Awsat, 2018). According to the PricewaterhouseCoopers PwC Economic Bulletin for the Middle East, the Gulf's economies are weak in labor productivity compared to their counterparts due to dependence on low-skilled expatriates' labor in many economic sectors of Gulf countries.

A recent study launched by EON Insight revealed that more and more professionals are coming into the UAE and that the profile of Filipinos in the UAE has changed significantly (De Leon, 2019). The study has estimated 750,000 Filipinos in the UAE, where 700 Filipinos were surveyed from Dubai, Abu Dhabi, Sharjah, Fujairah, and Umm Al Quwain. The Filipino workforce is

no longer dominated by low-skilled laborers, particularly domestic workers, and construction workers. The respondents were mainly from the construction sector, particularly in the engineering and architecture fields, followed by the tourism and hospitality sector, customer service, and health and medical fields.

The study further revealed that 64 percent of those randomly surveyed completed a university or college degree in the Philippines, with another 7 percent who completed postgraduate studies. In relation to earnings, 37% earned between Dh3,000-Dh7,999, 18% earned between Dh8,000-Dh12,999 and 20% earned above Dh13,000.

In an article from Ruiz (2015), Michael Barney Almazar, the director of the commercial department of Gulf Law in Dubai, observed no substantial savings for many OFWs despite working for more than five years or investments at worse, in debts. It's high time for OFWs to be guided on how to maximize their stay in the UAE.

According to Del Mundo (2019), the Face of the Filipino Worker in the UAE is continuously undergoing a tremendous transformation. Del Mundo further revealed that our typical kabayan working in a technical or created field in the UAE is highly skilled and well-educated. p. OFWs are now full of hope and vibrant while enjoying life simultaneously. This is now far from the stereotype low-skilled worker of our yesteryears. As Dass (2018) surveyed, most of the Overseas Filipino Workers in the UAE have become more mindful about their future and prudent with their resources. In the survey conducted by The Filipino Times, five of 10 will start investing in real estate while another 7 out of 10 OFWs have drawn plans to save money and open start-ups here in the UAE or back home.

In an article by Ceniza-Levine (2020), the three career trends to watch in the next decade are freelancing, reskilling aligned with the latest technology, and having not to consider retirement age, where you need to manage your money as closely and proactively as you manage your career.

According to Hays (2019), market momentum is growing when looking ahead to the next 12 months. This is evident from the 67% of employers based in the region who plan to recruit more staff in 2019 and 55% who expect market activity to increase their business. From an employee's perspective, job security is also less concerned than during the last two years, and instead, a much more significant factor in career progression when considering whether to search for a new job next year or stay with the current employer.

Synthesis

From the research articles, the demographic characteristics and personal and organizational factors are determinants of a career change that influence an individual's ability to change careers.

Today's generation, the Fourth Industrial Revolution (IR 4.0), is built upon the Digital Revolution, where technology and people are connected (Alaloul, Liew, Zawawi, & Kennedy, 2020). This revolution has significantly changed the way things are done. In the digital age, career tools are more ubiquitous, candidates have a broader reach, and communication is instantaneous where candidates are expected to articulate clearly what they seek in a position and prepare a polished, concise, and focused statement of the value they provide to their prospective employer (Schechter, 2020). The notion of "one life-one career" is no longer relevant (Arthur & Rousseau, 1996). Therefore, there is a need for an individual to be ready for any career change, may it be a transition to a new occupation (Rhodes and Doering, 1983) (or a change of work position in a different occupation category or field (Carless and Arnup, 2011) or a transition to a similar job that is part of a normal career path (Kurniawan, Musa, Dipatmodjo, & Nurman, 2020).

Carless & Arnup (2011) explained that a career change is typically undertaken because there is an expectation that various work-life aspects will improve. They faded that career change is caused by anticipation of an improvement in the changeable, instigating factors, namely job security, job satisfaction, and salary. Studies from Breeden (1993), Neopolitan (1980), and Smart & Peterson (1997) showed that individuals who change careers have higher job satisfaction after the change.

Surprisingly, despite the importance of career choice in vocational psychology, prominent existing theories (Gottfredson, 2002; Holland, 1997; Super, 1990) do not specify the process of how career-choice readiness develops during adolescence. There is a limited understanding of the determinants of a career change (Carless and Arnup, 2011). Hence, career change is not well understood today (Ornstein & Isabella, 1993; Sullivan, 1999; Carless & Arnup, 2011). Furthermore, Ibarra (2004) identified two significant gaps in the literature review on a career change. These gaps are the lack of recent empirical research on a career change and the absence of theory on the determinants and process of non-institutionalized work role transitions. As one of the 20 most stressful things in life, just behind a close friend's death career change has created challenges for individuals in the 21st century (Kulcsar, Dobrean, & Gati, 2019). Therefore,

understanding the determinants of career change is relevant to an individual's readiness for a career change.

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