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THE EFFECTS OF WORK ENGAGEMENT ON KALEIDOSCOPE CAREER MODELS

İşle Bütünleşmenin Kaleydoskop Kariyer Modelleri Üzerindeki Etkileri

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ABSTRACT

The Kaleidoscope Career Model has emerged as a novel framework within the realm of contemporary career approaches. Within the evolving landscape of the workforce, it offers significant analytical opportunities for individuals to manage their careers more effectively. Comprising parameters of authenticity, balance, and challenge, the Kaleidoscope Career Model reflects a dynamic interplay influenced by career stage, gender, and life circumstances, akin to the ever-changing patterns of a kaleidoscope. The aim of this study is to analyze the influence of employees' levels of work engagement on the Kaleidoscope Career Model and its parameters. Additionally, the study seeks to contribute to the literature on the Kaleidoscope Career Model. The sample for this research consists of employees working in call centers in Trabzon (n=393). Correlation analysis was employed to assess relationships, while simple regression methods were used to evaluate effects. These analyses were conducted using the SPSS package program. The findings reveal that work engagement positively and significantly influences the Kaleidoscope Career Model, balance, and challenge parameters, while negatively impacting authenticity. Another key finding indicates that in periods of high work engagement, the challenge parameter predominates, whereas during periods of low work engagement, the authenticity parameter takes precedence.

ÖZ

Kaleydoskop kariyer modeli, yeni kariyer yaklaşımları içinde yeni bir model olarak ortaya çıkmıştır. Değişen iş gücü yapısı içinde, bireylerin kariyer yönetiminin farkındalığı için önemli analiz imkânları sağlamaktadır. Kaleydoskop kariyer modeli çalışan kişiler için özgünlük, denge, meydan okuma parametrelerinden oluşmaktadır. Bu parametreler kariyer dönemine göre, cinsiyete göre ve yaşam şartlarına göre bir kaleydoskop'un şekli gibi değişebilmektedir. Araştırmanın amacı, çalışanların işle bütünleşme düzeylerinin kaleydoskop kariyer modeli ve parametreleri üzerindeki etkisini analiz etmektir. Diğer yandan ise, kaleydoskop kariyer model literatürüne katkıda bulunma amacı da taşımaktadır. Araştırmanın örneklemini Trabzon'da çağrı merkezinde çalışanlar (n=393) oluşturmaktadır. Araştırmada ilişkileri değerlendirebilmek için korelasyon, etkiyi değerlendirebilmek için basit regresyon yöntemleri kullanılmıştır. Bu analizler, SPSS paket programı ile yapılmıştır. Araştırmadan elde edilen sonuçlar ise, işle bütünleşmenin kaleydoskop kariyer, denge ve meydan okumayı pozitif ve anlamlı bir şekilde etkilemekte iken özgünlüğü negatif etkilemektedir. Araştırmanın bir diğer sonucu ise, işle bütünleşmenin yüksek olduğu çalışanlarda meydan okuma parametresi öne çıkmakta iken işle bütünleşmenin düşük olduğu dönemlerde özgünlük parametresi ön plana çıkmaktadır.

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1. Introduction

Economic crises worldwide accelerated technological advancements, and dynamic yet unstable environmental conditions led to rapid changes in the business world, impacting career planning (Çakmak-Otluoğlu, 2018). Furthermore, changes in family structures, the increasing number of individuals traditionally responsible for caregiving entering the workforce, and the growing need for personal development and growth according to new career models are transforming traditional career perceptions (Sullivan and Baruch, 2009; Polat and Özdemir, 2021). Individuals increasingly take control of their careers, evaluating career success based on subjective values rather than objective measures (Sullivan and Mainiero, 2007a). Research indicates that individuals are now more actively managing their careers (Briscoe et al., 2006; Hall et al., 2018; Hirschi and Koen, 2021).

In the uncertain protean career era, providing promotions, stability, and lifelong employment guarantees for organizations is increasingly challenging (Tarhan, 2019). Recent developments in the steps organizations take to plan career paths for their employees are also evident in career approaches (Bulgur and Esen, 2023). On the other hand, organizations embracing this flexible career structure are reported to be more successful, efficient, and innovative (İçerli and Bilen, 2023). The new economy, along with new forms of employment and new career scopes, weakens the relationship between individuals and organizations, with individuals planning their future based on individual freedoms.

In line with this, providing employees with promotions, lifelong employment, or job security in organizations during uncertain and changing career periods is increasingly challenging (Tarhan, 2019). Moreover, organizations should prioritize family-friendly policies if they aim to be more efficient in managing their personnel (Sullivan and Mainiero, 2007b). In other words, organizations understanding their employees' career goals better is crucial for productivity.

When providing examples of new career approaches, concepts such as boundaryless career (Arthur and Rousseau, 1996), protean career (Hall, 2004), and kaleidoscope career (Mainiero and Sullivan, 2005) typically emerge. Mainiero and Sullivan (2005) initially introduced the kaleidoscope career model. This model shares similar characteristics with other new career approaches, such as flexibility, employee-centeredness, establishing work-life balance, and increasing individual control over career trajectories (Polat, 2021).

The Kaleidoscope Career Model, a relatively new approach compared to many other new career approaches, is a career model structured to decipher the codes of changes in the new career era by revealing how men and women think about their careers and how they implement them (Polat and Özdemir, 2021). In addition to organizational career planning, the Kaleidoscope Career Model is constructed around individual circumstances, allowing individuals to alter their careers to align with their values and defined by choices in their lives (Mainiero and Sullivan, 2006). The Kaleidoscope Career Model aligns with the lifespan model of career design by exhibiting fluidity and change among parameters throughout one's life (Savickas et al., 2009). Individuals evaluate their current choices and options through the kaleidoscope lens to determine the best fit between personal values and interests. Each decision is assessed through the lens of the kaleidoscope model. Just as a kaleidoscope uses three mirrors to create infinite patterns, individuals focus on three parameters when making decisions, thus forming the kaleidoscope model of their careers (Sullivan et al., 2009).

The Kaleidoscope Career model is defined by three parameters (Mainiero and Sullivan, 2006). These parameters are as follows. Authenticity: Individuals desire to choose a unique path in their career journey and express themselves along this path (Hall and Chandler, 2005). Balance is the equilibrium between work and nonwork demands (Sullivan and Baruch, 2009). Challenge: It emphasizes an individual's desire to succeed and progress in their career through overcoming challenges (Mainiero and Sullivan, 2005). These three parameters of the kaleidoscope change as individuals seek the one most suited to their character throughout their lives. One parameter becomes prominent while the intensity of the other two parameters decreases and recedes into the background, but all three parameters are necessary and active in decision-making (Sullivan et al., 2009).

Considering the Kaleidoscope career model in conjunction with productivity, employee performance, job satisfaction, commitment, organizational culture, and turnover intentions would contribute to the literature (Mainiero and Sullivan, 2008; İçerli and Bilen, 2023). Furthermore, a review of the literature reveals a lack of sufficient studies on the topic in developing countries with high variability (Madan and Jain, 2018), emphasizing the need for research on the Kaleidoscope model beyond Western countries (Carragher and Sullivan, 2018; Cabrera, 2007; Shaw and Leberman, 2014). Additionally, it has been noted that the level of

work engagement may vary across cultures (Shimazu et al., 2010). In the Turkish literature, the Kaleidoscope career model has recently begun to be explored in its conceptual dimensions, highlighting the need to fill empirical gaps (Polat, 2021).

Work engagement refers to the extent to which an individual is physically, cognitively, and emotionally invested in their work. The degree to which individuals internalize their work and dedicate themselves is crucial for work engagement (Kahn, 1990), who first conceptualized this construct. Work engagement is a positive, satisfying mental state characterized by determination, dedication, and absorption related to work (Schaufeli et al., 2002). It has been observed that highly engaged employees are psychologically empowered, self-generative, perform better, and are happier (Bakker et al., 2011). Moreover, individuals with high work engagement tend to experience high happiness levels while performing their tasks (Hakanen et al., 2006).

There are distinctions between work engagement and similar constructs. Employees exhibit a sense of commitment to their organization in organizational commitment. In contrast, in work engagement, employees demonstrate positive behavior towards their work and are integrated with the work itself (Maslach et al., 2001). Job satisfaction refers to employees' positive and negative feelings toward their jobs (Newstrom, 2007). Workaholism is characterized by an obsessive-compulsive work pattern (Vallerand et al., 2003). In contrast, this pattern does not stem from internal compulsions in work-engaged employees. This is because engaged employees work not according to their impulses but because they find their work enjoyable (Varlık, 2022).

In the literature, work engagement is characterized by three dimensions: vigor, dedication, and absorption (Schaufeli et al., 2002). Briefly describing these dimensions (Özkalp and Meydan, 2015): Vigor: It denotes feeling energetic, emotionally intense, being willing to exert effort, and being able to cope with and resist difficulties. Dedication: It signifies attributing value to one's work, taking pride in one's work, proving oneself, embracing challenges, and experiencing enthusiastic involvement in work. Absorption refers to being entirely concentrated on one's work and deeply engrossed in it.

Call centers, which play a crucial role in businesses' interactions with customers, are often described as customers' primary point of contact in many organizations (Miciak et al., 2001; Gans et al., 2003). With advancing technology, call centers have become widely utilized across industries. Due to the necessity for high-speed and low-cost customer service, call center operations have adopted a challenging industry structure (Deniz and Cihan Günaydın, 2022). Call center employees may experience adverse psychological effects and diminished performance due to stress and fatigue from working long hours in a sedentary manner and having limited rest periods (Babadağ and Deniz Başar, 2022).

Burnout, the antithesis of work engagement, represents a negative mental state. Therefore, it is crucial to address these negative emotions, particularly in multifaceted environments such as call centers where individuals are required to collaborate with large teams (Deniz and Kaya, 2021). Achieving work engagement is contingent upon the perfect alignment between individuals and their work within the organization (Ardıç and Polatçı, 2009). Resolving this issue is attainable through fostering a high level of work engagement.

Due to the sectoral structure, the dynamics of call center services are characterized by challenging, intense, and complex work dynamics, along with high levels of tension when dealing with customer expectations, demands, and issues, leading to elevated stress and burnout levels (Deniz and Cihan Günaydın, 2022). In situations where job dissatisfaction results from customer abuse, call center employees have been found to exhibit a stronger desire to leave not only the organization but also the profession (Poddar and Madupalli, 2012). In light of this data, work engagement in call centers may be more critical than organizational commitment and citizenship concepts. Typically, the absence of smooth calls leads to most calls being problematic. To cope with the challenges of working in call centers, loving the job, being committed to it, and remaining engaged in it are essential.

This study aims to elucidate the impact of employees' levels of work engagement on the kaleidoscope career model. Additionally, the research findings aim to analyze the variability of the kaleidoscope career model concerning work engagement and how it takes shape. Furthermore, the research contributes to filling one of the quantitative research gaps in the literature concerning the kaleidoscope career model. From a practical standpoint, the study provides insights that guide practices in organizations' human resources departments, such as performance management, career development, training, and development. The structure of the article comprises an introductory section providing an overview, a literature review in the second section, hypothesis

development in the third section, an explanation of methodology and research methods in the fourth section, empirical findings in the fifth section, and a discussion and conclusion in the sixth section.

The research aims to address the following questions:

RQ1: Is there a relationship between work engagement, the kaleidoscope career, and its parameters?

RQ2: Which parameters of the kaleidoscope career are influenced by work engagement?

To align with the research objectives, the following hypotheses were formulated to address the aforementioned research questions.

2. Literature Review

In traditional career trajectories, individuals transition into the professional workforce at the onset of their careers (Super, 1957; Schein, 1971). During this phase, employees needed approval from the organization for the quality of their performance as they lacked the managerial skills in their roles (Aprianingsih, 2012). Organizational commitment was prevalent in traditional career management. However, demographic changes in the labor market have led to authenticity and work-life balance variations based on individuals' age, marital status, and gender. This transformation necessitates understanding new career models and their alignment within organizations.

Contemporary employees are crafting kaleidoscope careers tailored to their evolving life preferences (Sullivan and Mainiero, 2007c). This phenomenon constitutes a concept that foregrounds individuality in career decision-making and trajectories. The kaleidoscope career model suggests that individuals may have different career goals at different stages, cannot fit into any mold, and may not align with long-term career plans.

While the kaleidoscope career model can assess both men's and women's career perceptions, it has predominantly been utilized to elucidate women's perspectives (Tarhan, 2019). Women have numerous reasons for shaping kaleidoscope career models. These include residual family responsibilities from traditional structures, childbirth, caregiving for the sick, and childcare. Additionally, the kaleidoscope career model can be tailored based on other demographic variables besides gender, contributing to insights into the labor market. The literature has often employed the kaleidoscope career model to examine individuals' decision-making and behaviors (Simmons et al., 2022). Research conducted within the scope of the kaleidoscope career model includes investigations into work-life integration experiences (Grady and McCarty, 2008), proposing the kaleidoscope career model for mothers forced to exit the labor market (Mainiero and Sullivan, 2005), relationships between coaches' careers and kaleidoscope careers (Ervin, 2015), gender differences and the relationships between kaleidoscope career parameters (Mainiero and Gibson, 2018), as well as relationships between kaleidoscope career parameters and life roles (O'Neill and Jepsen, 2019). Collectively, these studies illustrate that the kaleidoscope career model has evolved to adopt an individual-centered and more macroscopic perspective.

In addition to individuality studies in the literature, there are studies related to organizations and social relationships. In a study examining the relationship between social networks and the kaleidoscope career model, there is a negative relationship between authenticity, one of the parameters, and social networking behavior. On the other hand, a positive relationship has been found between challenge and social networking behavior (Simmons, 2013). In other words, there is a connection between the parameters that make up the kaleidoscope career model and networking behaviors that help individuals achieve their career goals (Simmons, 2012). Studies also analyze work-life balance about work within the organization. Aprianingsih (2012) stated that challenge negatively affects work-life balance. Another study analyzed the impact of the Big Five personality traits and perceived family-supportive organizational perceptions on the kaleidoscope career (Polat, 2021).

In modern times, they decipher the career model codes in the job market infant. Mainly during periods when the percentage of women in the job market is increasing, it is essential to understand the career thoughts and behaviors of women, who constitute one of the disadvantaged groups based on their lifestyles. Within this context, it is necessary to develop organizational strategies that efficiently harness the female workforce and prevent women from disengaging from the job market. In this regard, the kaleidoscope career model is expected to understand women better and manage this workforce more effectively (İçerli and Bilen, 2023). Furthermore, studies focus on women who want to resume their careers after having children (Knowles, 2017). In this context, research conducted by Mainiero and Sullivan (2006) indicates that women prioritize the need for

challenge in the early stages of their careers, while in the mid-career stage, they seek balance. In the later stages, authenticity becomes more important. Conversely, challenge is prominent for men in the early career stage, authenticity becomes a priority in mid-career, and balance is emphasized towards the end of their careers. Employees with high levels of job engagement become emotionally focused on their work, derive pleasure from their tasks, effectively cope with challenges, immerse themselves in their work, feel enthusiastic energy and dedication, and can demonstrate high levels of performance (Schaufeli and Salanova, 2007; Ashforth and Humphrey, 1995; Sonnentag, 2003; Imperatori, 2017). In sectors like call centers, where dealing with challenges is crucial, job engagement can serve as a solution. Mainly, there is a positive relationship between job engagement and social support, which enhances job commitment among call center employees and other service sector workers (Mustosmäki et al., 2013).

Job engagement involves employees embracing the organization's goals and objectives, resulting in high performance, commitment (Ulukan et al., 2023), increased personal initiative, and innovative behavior (Hakanen et al., 2008). The possibility of entering a new job with new opportunities for growth and development, acquiring new skills and increasing employability can also increase job engagement (Varlık, 2022). This relationship suggests that job engagement may share similarities with new career models.

Job engagement is the dimension of job satisfaction related to an individual's needs (Ellroy et al., 1991, cited in Ramsey et al., 1995). It reflects how employees can psychologically identify themselves with work (Ingram et al., 1991). These definitions of job engagement indicate that this concept is familiar to new career approaches. On the other hand, factors such as uncertainty about promotions and prospects, failure to demonstrate one's talents, and lack of support from managers contribute to feelings of burnout (Demir, 1999). In contrast to job engagement, burnout, which is its opposite, is not highly prevalent in new career models. The apathy and low personal achievement associated with burnout can only be addressed through organizational job engagement (Ardıç and Polatçı, 2009). In this regard, organizational career planning or individualization within the framework of new career methods is necessary for burnout to transform into job engagement.

Burnout, the opposite of job engagement (Ardıç and Polatçı, 2009), tends to be more prevalent in professions requiring face-to-face interaction (Maslach and Jackson, 1981). Call center employees are among the professionals most exposed to burnout factors (Choi et al., 2012). Call center employees working long hours at computer desks may experience headaches, backaches, eye strain (Ferreira and Saldiva, 2002; Sprigg, 2011; Charbotel et al., 2009), throat soreness, and hoarseness (Hannif et al., 2010). In addition to these physical issues, factors such as workplace temperatures, challenging customer demands, job stability, and equipment problems can also contribute to burnout (Ellway, 2014; Rod and Ashill, 2013; Poddar and Madupalli, 2012; Choi et al., 2012). Furthermore, organizational issues such as absenteeism, low job satisfaction, and turnover can exacerbate problematic situations (Bakker et al., 2003; Hallman et al., 2008; Grebner et al., 2003).

There is a significant relationship between the organizational climate of call centers and job burnout (D'Alleo and Santangelo, 2011). Many customers call call centers to resolve issues, leading to tense interactions. To reverse burnout and foster job engagement in call centers, factors such as the organization's contribution to employee development, balanced workloads, conducive work environments, and quiet surroundings should be implemented (Gorde, 2018).

Call center employees are expected to provide customers with high satisfaction and convenience, ensuring that customers feel valued (Kinnie et al., 2000). This customer satisfaction can only be achieved with employees who are fully engaged in their work. For an employee experiencing burnout syndrome, working in the stressful environment of call centers does not appear easy at all. Work engagement is paramount for both individual career planning and organizational career planning.

As depicted in Figure 1, the relationships between work engagement, the kaleidoscope career model, and the parameters forming this model, namely authenticity, balance, and challenge, are represented as H1, H1a, H1b, and H1c. Similarly, the effects of work engagement on the kaleidoscope career model, authenticity, balance, and challenge parameters are also represented as H2, H2a, H2b, and H2c.

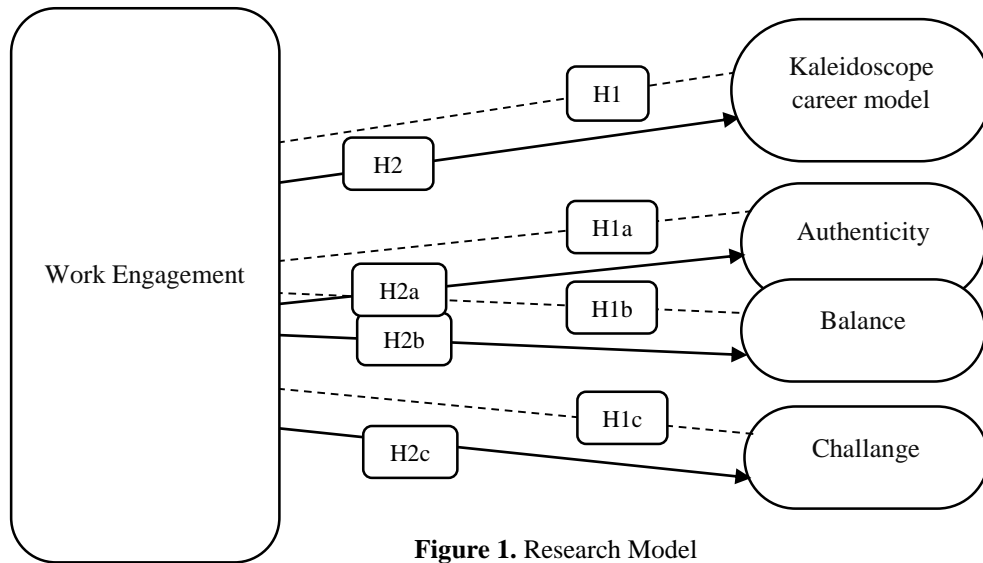


Figure 1. Research Model

3. Hypothesis Development

Performance-based pay, skill and knowledge development, continuous training, and participation in decision-making processes have been found to reduce job burnout in call centers (Castanheira and Chambel, 2010) and increase work engagement. Individuals who embrace the kaleidoscope career model do not confine their careers to a single organization like in the traditional career model; instead, they shape their careers as advocated in the protean career, allowing for boundaryless career possibilities (Polat, 2021). Individual career planning has gained even more prominence within the context of neoliberal transformation.

Individuals are believed to experience a sense of alignment between their identity and career goals when they exhibit authentic behaviors (Liu et al., 2015). The kaleidoscope career model indicates that some parameters are associated with specific measures of career success (Simmons et al., 2022), suggesting a considerable degree of individuality within this model. It is hypothesized that this individual decision-making ability may be related to job burnout or work engagement.

H1: There is a positive relationship between work engagement and the kaleidoscope career model.

When considering the outcomes of authenticity, it has been found that being authentic fosters high and stable self-esteem, improves work-life balance, and leads to secure and intimate relationships (Leroy et al., 2015). The desire for goals highlights the notion that individuals feel they are wasting their time in a job that does not bring joy and satisfaction (Polat and Özdemir, 2021). In authenticity, an individual's internal values, behaviors, and the values of the workplace are aligned and cohesive (Sullivan et al., 2009)

H1a: There is a positive relationship between work engagement and authenticity.

When employees in the job market struggle to maintain a work-life balance, the individual and the organization may encounter various adverse outcomes. These negative consequences typically manifest as low job satisfaction, burnout, and turnover (Mainiero and Sullivan, 2006). Alongside these adversities, organizational support to foster work-life balance has enhanced employee commitment, elevated well-being, and contributed to workforce retention. A relationship may exist between work engagement and one of the parameters of the kaleidoscope career model, namely balance.

H1b: There is a positive relationship between work engagement and work-life balance.

Challenges are a significant motivational tool that facilitates success (Mainiero and Sullivan, 2006). Employees demonstrating high levels of work engagement experience increased organizational commitment, exhibited more excellent individual initiative, and displayed innovative behaviors (Hakanen et al., 2008). Furthermore, engaged employees experience positive states such as enthusiasm and dedication (Bakker et al., 2006; Bakker and Xanthopoulou, 2009) and demonstrate high task performance (Schaufeli and Salanova, 2007). Individuals who are more integrated into their work and feel closer to their jobs tend to be more resilient, ambitious, and eager in their personal careers.

H1c: There is a positive relationship between work engagement and challenge.

Within the scope of work engagement, motivating employees to solve a problem, develop a new task, or generate novel ideas can provide profound job satisfaction (Polat, 2021). Role stress contributes to increased burnout (Kim and Stoner, 2008). The feeling of burnout, which is the opposite of work engagement, may lead the family members of an individual who comes home feeling exhausted to feel neglected, resulting in dissatisfaction (Ardıç and Polatçı, 2009). The importance of individuals being able to make choices based on their own career values is recognized. In light of this data, the potential impact of work engagement on the kaleidoscope career model seems plausible.

H2: Work engagement has a positive effect on kaleidoscope career.

Research has shown that authenticity positively impacts role stress, job satisfaction, job performance, and organizational commitment, indirectly and directly affecting turnover intentions (De Ruyter et al., 2001). Authentic individuals tend to seek and find their paths and make decisions that are right for themselves (Polat, 2021). In this regard, work engagement may negatively affect authenticity perception.

H2a: Work engagement has a negative effect on authenticity.

It is known that many families nowadays do not live with relatives who could help them with childcare (Polat, 2021). Employees who struggle to maintain a work-life balance experience high levels of stress and problems related to their physical and psychological well-being (Mainiero and Sullivan, 2006). In this context, it appears challenging for employees who cannot achieve work-life balance to focus on their work. Based on this information, the hypothesis formulated is as follows.

H2b: Work engagement has a positive effect on work-life balance.

Some reasons individuals seek career challenges include strong motivation, opportunities for learning and development, acquiring expertise, and gaining new experiences (Mainiero and Sullivan, 2006). Such endeavors often result in positive outcomes related to job satisfaction and organizational commitment (Podsakoff et al., 2007). When employees acquire new skills, their employability also increases. Consequently, the likelihood of obtaining a new job increases, which enhances integration, or assimilation, in the workplace (Varlık, 2022). Employees with high levels of integration demonstrate high levels of self-efficacy and energy (Schaufeli et al., 2001). Moreover, when integrated with their work, employees do not perceive the passage of time (May et al., 2004).

H2c: Work engagement has a positive effect on challenge.

4. Methodology

This study aims to determine the extent to which work engagement influences and is influenced by the parameters of the kaleidoscope career model, a novel concept in career management. The kaleidoscope career model encompasses three distinct parameters: authenticity, balance, and challenge. Understanding which career needs are associated with varying levels of work engagement and identifying their relative dominance are among the research objectives. A sample of call center employees was surveyed using the questionnaire method to achieve these objectives. The survey includes items related to demographic information, the kaleidoscope career model, and work engagement scales. Previous studies have examined the psychometric robustness of the kaleidoscope career model and work engagement scales. Quantitative research methods were employed in this study, with the theoretical foundation outlined in the literature review section. Research hypotheses were formulated based on this theoretical foundation.

The study participants consisted of individuals employed in call centers in Trabzon, Turkey. The data collection was conducted via online surveys in June 2023. A total of 411 online survey responses were received. Among these, 18 were found to be inadequately filled out and were excluded from the research. The analyses of the study were conducted with 393 valid surveys. Responses to questionnaire statements were recorded using a 5-point Likert scale (1= strongly disagree, 5 = strongly agree). The data obtained from the survey were analyzed using the SPSS 24 software package. Descriptive statistical analyses, correlation, and regression analyses were performed to test the research hypotheses.

The Work Engagement Scale developed by Schaufeli, Bakker, and Salanova (2006) was employed to assess participants' perceptions of work engagement. The short version of the scale was translated into Turkish by Özkalp and Meydan (2015). Consistent with the conceptualization by the authors, the scale consists of nine items and three factors: vigor, dedication, and absorption. However, work engagement was utilized as a single

dimension in our study. The scale's reliability was assessed using Cronbach's Alpha, yielding a coefficient of 0.889 for the Work Engagement Scale.

The scale utilized to conduct the analysis of the Kaleidoscope Career Model is the Kaleidoscope Career Model Scale (KCMS), consisting of 15 statements developed by Sullivan et al. (2009). The scale comprises three dimensions: authenticity, balance, and challenge, each measured by five items. Polat (2021) adapted the scale to Turkish, following validity and reliability tests. In a study by Mainiero and Gibson (2018), the factor analysis results of the scale confirmed its three-dimensional structure. In the original study by Sullivan et al. (2009), the internal consistency coefficients for authenticity, balance, and challenge dimensions were found to be $\alpha = .76$, $\alpha = .81$, and $\alpha = .84$, respectively. Various research findings indicate the reliability of the statements (Polat, 2021). For our study, the internal consistency coefficients were $\alpha = .71$, $\alpha = .73$, and $\alpha = .74$, respectively. Additionally, an exploratory factor analysis (EFA) was conducted using the Direct Oblimin rotation method to examine the underlying factor structure of the scale. The Kaiser-Meyer-Olkin measure (KMO) and significance (sig) for the Kaleidoscope Career Model scale were $KMO = .730$ and $sig = 0.000$, respectively. The cumulative percentage of explained variance accounted for by the scale was 57.23%.

5. Findings and Hypothesis Tests

393 people participated in the survey. Detailed information on other demographic variables is shown in Table 1.

Table 1. Demographic Variables

Variable	f	(%)	Variable	f	(%)
Gender			Marital Status		
Female	232	59,0	Single	167	42,5
Male	161	41,0	Married	226	57,5
Age			Income ₺		
18-22	23	5,9	8506-10000	54	13,7
23-28	55	14,0	10001-12500	65	16,5
29-35	111	28,2	12501-15000	74	18,8
36-42	141	35,9	15001-17500	63	16,0
43-55	58	14,8	17501-20000	47	12,0
55 and above	5	1,3	20001 and above	90	22,9
Status					
Employee	320	81,4			
Manager	73	18,6			

Table 1 provides a general overview of the demographic characteristics of the participants. A total of 393 individuals working in call centers participated in the study, with 59% (n=232) being female and 41% (n=161) male. Regarding age distribution, 5.9% of the participants were aged 18-22, 14% were aged 23-28, 28.2% were aged 29-35, 35.9% were aged 36-42, and 14.8% were aged 43-55. In terms of marital status, 42.5% of the participants were single, while 57.5% were married. Regarding employment status, the majority of participants were employees (81.4%), while the remaining were managers (18.6%). Regarding income level, 13% of the participants had incomes at the minimum wage level, while 23% had incomes exceeding 20,000 liras.

5.1. Relationships Between Work Engagement and Parameters of The Kaleidoscope Career Model

The relationships between work engagement, the kaleidoscope career model, authenticity, balance, and challenge are depicted in Table 2 below.

Table 2. Correlation Table Showing The Relationships Between Work Engagement, Kaleidoscope Career Model and Parameters

	Work Engagement	Kaleidoscope	Authenticity	Balance	Challenge
Work Engagement	1				
Kaleidoscope	0,274**	1			
Authenticity	-0,156**	0,745**	1		
Balance	0,180**	0,800**	0,447**	1	
Challenge	0,599**	0,709**	0,213**	0,380**	1

Note. N = 393. ** p < .001

According to Table 2, there is a significant positive relationship between work engagement and the kaleidoscope career (r=.274, p<.01), balance (r=.180, p<.01), and challenge (r=.599, p<.01). Conversely, there is a significant negative relationship between work engagement and authenticity (r= -.156, p<.01). The parameter of the kaleidoscope career model most strongly associated with work engagement is challenge.

5.2. Effects of Work Engagement on The Kaleidoscope Career Model and It’s Parameters

The table (Table 3) below illustrates the effects of work engagement on the parameters of the kaleidoscope career model, namely Authenticity, Balance, and Challenge.

Table 3. Regression Table Showing The Effect of Work Engagement on The Kaleidoscope Career Model and Parameters

		Beta	t	sig.	R ²	F
Dependent Variable: Kaleidoscope	Constant	3,271	38,716	0,000		
	Work Engagement	0,142	5,644	0,000	0,075	31,856
	Independent Variable: Work Engagement					
		Beta	t	sig.	R ²	F
Dependent Variable: Authenticity	Constant	4,164	34,845	0,000		
	Work Engagement	-0,111	-0,156	0,000	0,024	9,723
	Independent Variable: Work Engagement					
		Beta	t	sig.	R ²	F
Dependent Variable: Balance	Constant	3,326	30,258	0,000		
	Work Engagement	0,119	3,616	0,000	0,032	13,079
	Independent Variable: Work Engagement					
		Beta	t	sig.	R ²	F
Dependent Variable: Challenge	Constant	2,322	24,467	0,000		
	Work Engagement	0,420	14,811	0,000	0,359	219,354
	Independent Variable: Work Engagement					

Separate simple regression analyses were conducted to determine the impact of work engagement on the kaleidoscope career model and its parameters. The results revealed an R² value of 0.075, indicating that 7.5% of the variation in the kaleidoscope career model could be explained by work engagement. It was found that work engagement had a positive and significant effect on the kaleidoscope career model (β=0.142; p=0.000<0.05). In other words, a one-unit increase in work engagement would result in a 0.142 increase in the attitude towards the kaleidoscope career model.

According to the analyses conducted to determine the extent of the influence of work engagement on the three parameters of the kaleidoscope career model, the R² value was found to be 0.024, indicating that 2.5% of authenticity could be explained by work engagement. It was revealed that work engagement negatively and

significantly affected authenticity ($\beta=-0.111$; $p=0.000<0.05$). In other words, a one-unit increase in work engagement negatively affected employees' perception of authenticity by 0.111. The variability in work-life balance attitude could be explained by work engagement by 3% ($R^2=0.032$). It was understood that work engagement positively and significantly affected balance attitude ($\beta=0.119$; $p=0.000<0.05$). In other words, a one-unit increase in work engagement was expected to have a positive effect of 0.119 on balance. Lastly, when looking at the challenge variable, 36% of the variability ($R^2=0.359$) could be explained by work engagement. It was found that work engagement had a positive and significant effect on the challenge attitude ($\beta=0.420$; $p=0.000<0.05$). In other words, a one-unit increase in work engagement would result in a positive effect of 0.420 on the challenge attitude.

Furthermore, according to the regression analysis results obtained from the study dataset, work engagement significantly and positively influences the work-life balance and challenge attitudes from the parameters of the kaleidoscope career model. On the other hand, work engagement also significantly and negatively affects authenticity, one of the parameters of the kaleidoscope career model. In other words, high work engagement appears to be a factor that reduces authenticity attitudes.

In achieving the study's primary aim, it is observed that the level of work engagement predominantly influences the challenge parameter among the kaleidoscope career parameters. Secondly, it affects the balance parameter, while authenticity is negatively influenced. From another perspective, the challenge parameter emerges most prominently in the kaleidoscope model during high work engagement among employees. The balance parameter is the second most noticeable in models with high work engagement. However, during periods of highest work engagement, the authenticity parameter takes a backseat. Accordingly, the adaptation of the kaleidoscope model during periods of high and low work engagement is depicted in Figure 2.

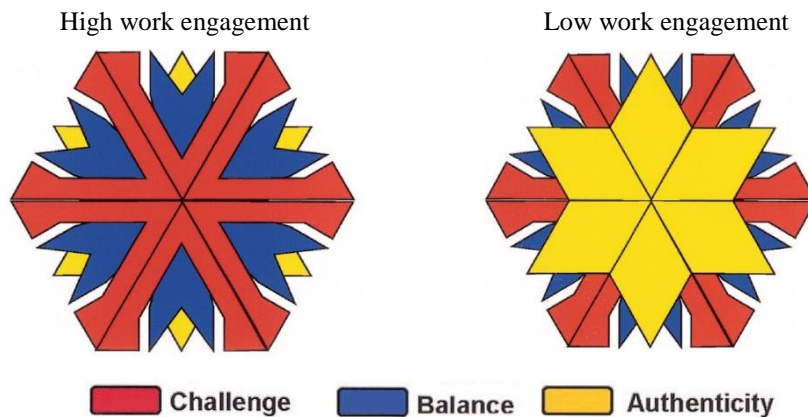


Figure 2: Kaleidoscope Career Models According to Levels of Work Engagement, Adapted from (Mainiero and Sullivan, 2005).

During periods of high work engagement, employees tend to prioritize challenging aspects while their authenticity orientations remain relatively subdued. Conversely, in periods of low work engagement, authenticity orientations are high, whereas challenge orientations are low. In the kaleidoscope career models constructed by employees based on their levels of work engagement, challenge predominates in the initial model. Conversely, in the second model, which represents a kaleidoscope career model characterized by low work engagement attitudes, authenticity orientation takes precedence.

According to the results of hypothesis testing presented in Table 4, only hypothesis H1a, concerning the relationship between work engagement and authenticity, has been rejected. All other hypotheses have been accepted, which include the relationships and effects between work engagement and the parameters of kaleidoscope career, authenticity, balance, and challenge.

Table 4. Results of research model and hypothesis tests

H1	H1a	H1b	H1c	H2	H2a	H2b	H2c
Accept	Reject	Accept	Accept	Accept	Accept	Accept	Accept

6. Discussion and Conclusion

In today's job market, various career planning models are needed to accommodate many demographic variables. Deciphering the career model codes for employees in the modern era is significant for understanding productivity and workforce characteristics. Under new forms of employment and career approaches, the relationship between individuals and organizations is weakening, giving rise to new models based on individual freedoms. From both organizational and individual perspectives, mainly to ensure that individuals, particularly disadvantaged groups, do not become detached from the workforce. To sustain employment, the kaleidoscope career model emerges as prominent.

One of the objectives of implementing the kaleidoscope career model is for organizations to prioritize family-friendly policies, with significant responsibilities falling on organizations in this regard (Sullivan and Mainiero, 2007c; Sullivan et al., 2009). Particularly in sectors with different organizational climates, such as call centers, meaningful relationships between work engagement and burnout are observed (D'Alleo and Santangelo, 2011). Considering the three parameters of the kaleidoscope career model, it will be more feasible for career counselors to guide employees more effectively and for employees better to understand the underlying reasons for their career expectations, thus enhancing productivity (Mainiero and Gibson, 2018). In this context, increasing awareness among managers and employees regarding new career approaches and kaleidoscope career models will enable individuals to provide more informed answers to the question of what they want.

The authenticity parameter of the kaleidoscope career model resonates with protean careers, characterized by individuals choosing unique career paths for themselves. On the other hand, the balance parameter is becoming increasingly significant today, with the growing value of leisure time and the reduction of working hours in labor laws and atypical employment models. On the other hand, challenge is evaluated in an individual context in terms of the individual's struggle for career advancement and acquisition of new competencies. In light of these explanations, the kaleidoscope career model embodies a characteristic feature of new career approaches. Challenge manifests when individuals adopt this attitude to prove themselves and achieve goals aligned with the organization's objectives. It is highly desirable for the organization and organizational career planning. In addition to its numerous benefits, work engagement is associated with the kaleidoscope career perspective. The concept of balance entails individuals managing their work and personal lives. Given that challenge is the parameter most influenced by work engagement, it is likely the most coveted parameter for organizations.

The analysis results of the study indicate a positive relationship between work engagement and the kaleidoscope career model. This finding can be explained by increased work engagement, which reduces burnout by enhancing employee participation in decision-making processes (Castanheira and Chambel, 2010). A negative significant relationship is found between work engagement and authenticity. This outcome suggests that working in a job that does not bring joy and satisfaction leads to a perception of wasted time (Polat, 2021). On the other hand, the alignment of an individual's intrinsic values with those of the organization (Sullivan et al., 2006) contradicts the research findings. However, this result is understandable because authenticity emphasizes individuality as more boundaryless, protean, and subjective career success. A positive significant relationship is found between work engagement and work-life balance. This finding is supported by the notion that the inability to achieve a work-life balance leads to low job satisfaction, burnout, and turnover intentions (Mainiero and Sullivan, 2006). A positive significant relationship is also found between work engagement and challenge. This is consistent with the understanding that challenge serves as a significant motivator leading to success (Mainiero and Sullivan, 2006). Individuals with high levels of work engagement demonstrate innovative behaviors (Hakanen et al., 2008), which is consistent with other research findings (Bakker et al., 2006; Bakker and Xanthopoulou, 2009; Schaufeli and Salanova, 2007).

According to the study, work engagement significantly and positively influences the kaleidoscope career model. Role stress leads to burnout (Kim and Stoner, 2008), or in other words, the ability to comfortably choose one's roles, which enables work engagement, fostering idea generation and job satisfaction (Polat, 2021). Additionally, the lack of work-life balance leading to dissatisfaction (Ardıç and Polatçı, 2009) aligns with the

research findings. Work engagement negatively and significantly affects authenticity. This finding corresponds to the tendency of authentic individuals to seek and make the right career decisions for themselves (Polat, 2021). Work engagement positively and significantly affects balance. This result suggests that employees who cannot achieve work-life balance experience stress and physical and psychological problems, which affect work engagement (Mainiero and Sullivan, 2006). Achieving balance in work life is one way to ensure work engagement. Work engagement positively and significantly affects challenges. The high level of self-efficacy and energy levels among employees with high levels of work engagement (Schaufeli et al., 2001), coupled with intense focus that makes time seem to pass quickly (May et al., 2004), rationalizes the research findings. When the level of work engagement is adapted to the patterns of the kaleidoscope career model, the parameter most prominent and prominent during periods when individuals have high levels of work engagement is challenge. Subsequently, the balance and authenticity parameters follow. During periods when employees have low levels of work engagement, the most prominent and prominent parameter is authenticity. The second and third parameters, respectively, are balance and challenge.

This study is limited to call center employees working in Trabzon. It is assumed that the participants in the research sincerely express their real opinions, thoughts, and perceptions. In addition to aiming to provide insights to human resources managers, mentors, and decision-makers in practice, the research also aims to provide enlightening information to employees in their career journeys. The theoretical contribution aims to contribute to the literature on the kaleidoscope career model, a relatively new concept compared to other new career approaches. For future research recommendations, qualitative and quantitative research can be conducted on different samples, such as disadvantaged groups, using kaleidoscope career models. Additionally, kaleidoscope models can be prepared for those employed in atypical employment models, such as job sharing.

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Etik, Beyan ve Açıklamalar

1. Etik Kurul izni ile ilgili;

Bu çalışmanın yazarı, Bitlis Eren Üniversitesi Etik İlkeleri ve Etik Kurulu'nun 03.04.2023 tarih ve E-84771431-050.01.04-88048 sayı ile etik kurul izin belgesi almış olduklarını beyan etmektedir.

2. Bu çalışmanın yazar/yazarları, araştırma ve yayın etiği ilkelerine uyduklarını kabul etmektedir.

3. Bu çalışmanın yazar/yazarları kullanmış oldukları resim, şekil, fotoğraf ve benzeri belgelerin kullanımında tüm sorumlulukları kabul etmektedir.

4. Bu çalışmanın benzerlik raporu bulunmaktadır.
