

Shared Goals and Work Attitude: The Role of Protean Career Orientation, Information Privacy and Knowledge Management Capacity

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This study explores the relationship between shared goals, protean career orientation, work-related information privacy, and knowledge management capacity on employee work attitudes. The research focuses on how these factors impact employees within the context of professional information management in the organizations. A quantitative research design was adopted, using structured questionnaires to collect data from 242 employees across various organizations. The measurement scales were adopted from previous research, and ADANCO was employed for data analysis to assess the relationships, as well as the mediation and moderation effects. The results demonstrated that shared goals and protean career orientation significantly influence employees' work attitudes. Moreover, protean career orientation mediates the relationship between shared goals and work attitudes. The findings further revealed that work-related information privacy and knowledge management capacity significantly moderate this relationship, highlighting their roles in enhancing work attitudes when aligned with shared goals and career orientation. This research provides empirical evidence on the impact of shared goals and protean career orientation on work attitudes within the unique context of information management. The study contributes to understanding how organizations can leverage these constructs to improve employee satisfaction and productivity.

Keywords: Shared goals, Protean career orientation, Work-related information privacy, Knowledge management capacity, Work attitude.

Introduction

Employee work attitudes, which include job satisfaction, organizational commitment, and job engagement, have long been recognized as significant components in studies of organizational behavior and human resource management. These aspects of work are important in determining individual performance as well as the success of the organization as a whole. In today's ever-changing work environment, where organizations are constantly evolving to remain competitive, it has become increasingly significant to understand the variables affecting work attitudes (Zhu & Gao, 2024). One of the significant factors that shape work attitudes in employees is the alignment of shared organizational goals with the individual goals, an issue that has garnered so much attention in recent years (Bazine and Fréour (2024). The existence of shared goals creates a form of unity and purpose and a work climate where employees perceive meaning in the nature of contributions (Hussain et al., 2024). Other career-related constructs that have evolved and include protean career orientation, where the focus is on self-directed management of the career, are of significance for explaining how employees view their roles in an organization (Bazine et al., 2024). The discussion of these two factors a shared goal and protean career orientation, adds to the perspective from a different angle in explaining the work attitudes of employees (Ghosh, 2024).

Empirical research in the area has systematically indicated that both shared goals and career orientations independently make strong contributions to influencing employees' work attitudes (Jo et al., 2024). Wen and Ye (2024), for instance, provided empirical evidence to bolster the claim that individuals who have personal objectives that coincide with the overarching organisational objectives typically experience greater levels of job satisfaction and organisational commitment. Purohit and Jayswal (2024) in their goal-setting theory also bring to the fore that clearly defined and shared goals enhance motivation while at the same time elicit positive attitudes toward work. On the other hand, protean career orientation, the orientation toward self-directed career growth and adaptability was related to higher job satisfaction, bigger engagement, and increased career success (Alshahrani, 2024). Studies conducted in various organizational settings have shown that employees who are actively involved in managing their careers while aligning them with organizational goals have better work attitudes (Markman & Du, 2024). Though the interrelationship of these factors with work attitude is established,

more remains to be unearthed with regard to complex interplay between them (Kleynhans et al., 2024).

A large number of studies have been done concerning shared goals and protean career orientation (Redondo et al., 2024). However, there still remain some gaps that have not yet been filled. For instance, there is no empirical examination of the relationship between shared goals and work attitudes with protean career orientation as an intermediary (Gong et al., 2023). While shared goals have been argued to influence work attitudes directly, the level at which protean career orientation strengthens or moderates this relationship remains under-theorized (Bazine et al., 2023). Furthermore, while work-related information privacy has of late become increasingly a factor affecting the trustworthy and engaging behaviors of employees, it has yet to be probed significantly concerning its moderating effect in the relationship between shared goals and work attitudes (Usmani, 2023). Empirical studies in this regard about the moderating role of knowledge management capacity are scarce (Usmani, 2023). Knowledge management has been shown to be beneficial for the performance and attitudes of employees, though the potential moderation of the shared goal influences on work attitudes remains a subject area requiring further research work (Lo Presti et al., 2023). Closing all these gaps shall not only enrich literature but also prove practical insights in the way organizations can better foster positive work attitudes.

This is based on theories like goal-setting theory and career development theories, among others, which cumulatively provide excellent underpinning for the impact of shared goals and protean career orientation on work attitudes. This theory postulates that goals are better achieved if they are clear, challenging, yet shared; this leads to more motivation and commitment toward the task, as well as better performance, which then fosters positive work attitudes (Kundi et al., 2023). This theory supports the very meaning of shared organizational aims that bring direction and a sense of purpose, therefore implication for a work attitude, but, when discussing career development theories exist, associated with protean career orientation, which talks about self-directed and value-driven managing of careers in the practice to explain aspects of employee satisfaction and engagement (Schabram et al., 2023). Employees with a protean career orientation will be more inclined to have their personal ambitions align with that of the organization for the betterment of their overall work attitude. The study investigates the relationship between both direct and indirect influences of shared goals and protean career

orientation on employees' work attitudes and opens up this relationship with work-related information privacy and knowledge management capacity as moderators. Through these theoretical approaches, this study is able to present work that fills the gaps in the existing research and allows for a holistic perspective of factors influencing employees' attitudes towards work (Ahmad & Nasir, 2023).

Literature Review

The field of professional information itself has seen a sea change with reliance on technology and data management systems in industries (Blaique & Pinnington, 2023). Professional information can be defined to mean the knowledge, skills, and expertise needed for a job role to become operational (Ha & Lee, 2022). The integration of information technology into this domain has led to developing sophisticated tools and platforms for knowledge sharing, skill development, and professional communication (Zhu & Wang, 2022). This is particularly so in the health sector, finance, education, and engineering industry where precise information in real-time is essential in organizational decision-making processes (Ayoobzadeh, 2022). As such, organizations have invested in setting up robust information management systems that would help create a smoother organization operation, improved productivity among employees, and teamwork enhancement. No doubt, professional information holds a paramount place in ensuring organizational success (Majidi et al., 2022). Indeed, it makes sure that the workers are appropriately updated with the new trends, changes, and developments in their respective fields. Professional information is certainly not just a message of simple data and knowledge but actually represents a much broader framework for career development and lifelong learning (Coetzee et al., 2022). With these growing digital avenues, employees are now able to undertake online courses, webinars, and professional networks that reduce the intricacy of learning with incessant opportunity for learning (Li et al., 2022). In this regard, not only do professionals take charge over their careers but also new ways of mentorship and peer learning emerge (Rosadi et al., 2022). This culture, fostered by professional information, development, and diffusion organizations, engenders a constant desire for improvement-a source of innovation and competitive advantage (Kundi et al., 2022). Under these conditions, professional information can cause growth at the individual level and at the level of organizations by filling a gap in the gap that separates theoretical from practical knowledge (Liu et al., 2022).

Shared goals have garnered much attention in organizational behavior studies, particularly about how they relate to employee outcomes (Lo Presti et al., 2022). As empirical studies reveal, where employees' personal goals converge with organizational goals, it is significantly related to work attitude through feelings of purpose and belonging (Kundi et al., 2022). For instance, goal-setting theory concludes that those whose goals become clearer in the mind become more motivated and satisfied at the job (Li et al., 2022). Similarly, Majidi et al. (2022) indicated that shared goals between teams increase greater cooperation and coordination that leads to positive attitude at work. In fact, the concept revealed research about the interrelationship of shared goals with a united workforce, which consequently minimizes conflicts and miscommunication (Zhu & Wang, 2022). It fosters positive work attitudes since the employees are likely to exhibit behavior aligned with the organizational values (Blaique & Pinnington, 2023). From these results, it may be possible to argue that common goals act as a prototype and format by which the employees are able to better understand where their individual efforts fit into the larger scheme of the plan (Schabram et al., 2023). Indeed, when employees realize their personal goals are aligned with the company's objectives, responsibility and accountability among them are enhanced. This is so for modern organizations since they are more characterized by collaboration and teamwork (Lo Presti et al., 2023). Shared goals create a sense of shared ownership, positive attitudes toward work (Usmani, 2023). Thus, the hypothesis predicts that shared goals influence employees' work attitudes profoundly: a sense of unity and purpose promoted within the organization leads them to be motivated to do more and thus increases commitment and satisfaction.

H1. Shared goals significantly influence the employees work attitude.

Protean orientation to careers refers to self-managed career development where individuals are flexible, adaptable, and value-oriented (Gong et al., 2023). Studies on protean career orientation have shown that protean-oriented workers tend to be highly satisfied with jobs and maintain a positive attitude toward work (Kleynhans et al., 2024). For example, Alshahrani (2024) found that the employees of protean career attitude have more opportunities for career success and due to this healthy approach towards managing career high job satisfaction levels. Wen and Ye (2024) further studies revealed that people who harbor a protean career attitude can better control their career, and consequently, it will maximize motivation and a working attitude. This

orientation allows workers to anchor work with personal values and, hence, encourages them to exhibit a very high level of intrinsic motivation (Ghosh, 2024). With the complexity and uncertainty associated with today's career paths, protean career orientation has emerged as an essential determinant of shaping the work attitudes of employees. Employees who own their career careers experience increased feelings of empowerment and are more likely to be engaged at work (Hussain et al., 2024). Since protean career-oriented people value development and adaptability, it probably often favors a positive attitude towards challenges which in turn increases their positive work attitude (Zhu & Gao, 2024). They will probably seek opportunities for development and will accordingly organize work to relate with personal values, thus increasing job satisfaction and commitment (Sathish et al., 2024). The authors hypothesize a direct and significant influence of protean career orientation on work attitudes through employees' perceptions of autonomy, flexibility, and intrinsic motivation.

H2. Protean career orientation significantly influences the employees work attitude.

In recent research, protean career orientation and its mediating role in various organizational relationships have drawn much attention (Bazine & Fréour, 2024). Protean career orientation can be understood as an active, flexible approach endowing employees with the power to guide their own careers in accordance with self-determined goals, forming a link between the former and individual attitudes toward the organization (Bazine et al., 2024). For example, empirical studies by Jo et al. (2024) show that protean career-oriented individuals are more adept at aligning organizational and personal objectives thus improving the work attitude. It also shows that if there are perceived shared goals among workers with a protean mindset, then they are likely to interpret those goals in a manner that suits personal values and career aspirations (Purohit & Jayswal, 2024). This means that protean career orientation acts as a mediator on how employees feel about and respond to common goals (Markman & Du, 2024). As long as employees have a protean orientation, they look at shared organizational goals not just as external directives but also as the opportunities which bring in-line personal ambitions with broader organizational objectives (Redondo et al., 2024). It then leads to a positive work attitude where the employees feel empowered to grow personally as they achieve organizational success (Bazine et al., 2023). Therefore, the protean career orientation enhances the linkage between shared

goals and the work attitude, since workers would manage this relationship better with the enhanced flexibility and autonomy (Usmani, 2023). Thus, it is hypothesized that protean career orientation significantly moderates the relationship between shared goals and employees' work attitudes through an alignment of personal and organizational goals.

H3. Protean career orientation significantly mediates the relationship of shared goals the employees work attitude.

Information privacy of work refers to the degree to which an employee's private and professional information is secured or otherwise in the work environment (Kundi et al., 2023). Extensive research on the perception of employees regarding privacy has revealed that such perceptions have an influential impact on employees' attitudes and behavior. For instance, Ayoobzadeh (2022) reported that employees whose information they felt was well-guarded showed high levels of trust and organizational commitment. On the other hand, information privacy concerns would eventually make the individual feel vulnerable and create feelings of distrustness toward organization, which affects work attitudes negatively (Coetzee et al., 2022). Studies further present that the employees are less likely to be committed toward organizational goals if they feel that their privacy is respected and demonstrate positive work attitudes (Rosadi et al., 2022). Work-related information privacy may be a moderator in the relationship between shared goals and attitude toward work by affecting what employees conceptualize as trust and security at the place of work (Liu et al., 2022). In other words, when employees feel that their personal and professional information is guarded, they are likely to feel at ease positioning themselves along with shared organizational goals (Lo Presti et al., 2022). Such feelings of security heighten such employees' desire to share and participate in constructive collaborative efforts and enhance work attitudes (Ha & Lee, 2022). On the other hand, if employees feel that their privacy is compromised, then they may become disengaged or resistant to shared goals, which has negative consequences for their work attitude (Ahmad & Nasir, 2023). Work-related information privacy is therefore hypothesized to substantially modify the relationship between shared goals and employees' work attitudes by affecting levels of trust and engagement.

H4. Work-related information privacy significantly moderates the relationship of shared goals the employees work attitude.

Organizational knowledge management capacity refers to an organization's ability to capture, store, and spread knowledge (Rosadi et al., 2022). Through research, it has become apparent how knowledge management fosters a collaborative and innovative work environment. According to Majidi et al. (2022), the organizations having strong knowledge management practices have the capability to align employees toward the organization's common goals because access to information that employees need in order to accomplish their tasks is granted. Further empirical research by Ha and Lee (2022) suggests that organizations having more knowledge management capacity have the ability to bridge the gap between individual as well as organizational goals, leading towards more positive work attitudes on the part of employees. Knowledge management capacity hence emerges as a significant moderator in the relationship between shared goals and work attitude by equipping the employees with all the resources and details they need in order to harmonize their efforts with organizational objectives (Schabram et al., 2023). When workers have relevant knowledge, they can better comprehend the meaning of shared goals and where their effort is in the ambit of the general organizational context (Usmani, 2023). This enables a constructive work attitude in that employees become more assertive and confident to share a common goal (Gong et al., 2023). If, however, the ability of knowledge management is low, employees will fail to keep pace with shared goals, ultimately leading to frustration and disengagement at the workplace (Markman & Du, 2024). Thus, it hypothesizes that knowledge management capacity strongly moderates the relationship between shared goals and employees' work attitudes through enhancing relevant access to information and aligning with organizational objectives.

H5. Knowledge management capacity significantly moderates the relationship of shared goals the employees work attitude.

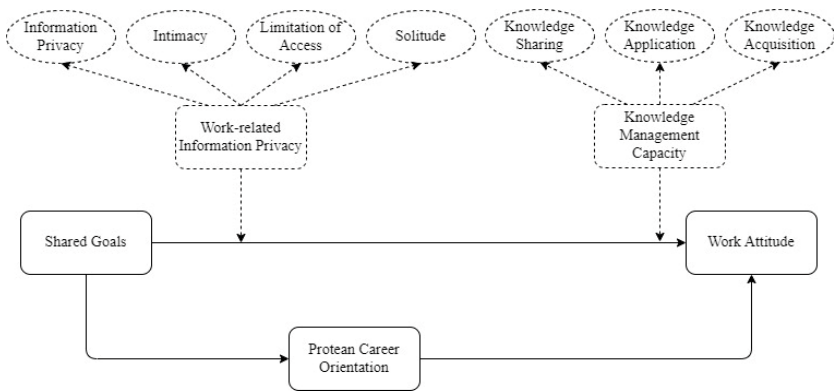


Figure 1: Research Model

Methodology

The purpose of this study is to examine the effects of shared goals, protean career orientation, work-related information privacy, and knowledge management capacity on employee work attitude within the sphere of the organizations in the Kingdom of Saudi Arabia. The methodological approach of the study is based on a quantitative method whereby it uses structured questionnaires to gather responses from different employees working under various departments of the organizations. The research involved convenience sampling. This helped in involving participants from various departments of the organizations. Thus, a total of 242 participants were enrolled into the study, and through them, the research guaranteed the utmost possible representation by the workforce. The sample consisted of employees at different grade levels, which provided insight into how shared goals, protean career orientation, and other key constructs influence the attitudes at work across the organization. There were structured questionnaires for participants that were designed to solicit their perceptions regarding the variables under study, and the data collection lasted four weeks.

Measurement scales used within this research were adapted from earlier studies established in the literature. The construct of shared goals was measured with items building on scales developed in earlier research focusing on goal alignment in both teams and organizations. Protean career orientation was measured with a scale based on earlier research into career flexibility and self-directed career management, ensuring a focus on employee autonomy in career development. Perception measures of work-related information privacy were used to capture employees' perceptions of the security and privacy of data

within their work environment. These were adapted from some earlier works that attempted to investigate privacy concerns within organizational contexts. The knowledge management capacity was measured by adapting scales that captured how the organization is able to harness knowledge and create conditions for learning. The measurement of work attitude emanated from items capturing employee satisfaction, engagement, and commitment toward their work roles. This was rated on a Likert scale from 1 to 5 to indicate strongly disagree to strongly agree for greater elicitation of response details.

Table 1

Measurements			
Sr. No	Construct	Total Items	Resource
1	Shared goals	03	(Chow & Chan, 2008)
2	Protean career orientation	12	(Direnzo et al., 2015)
3	Work-related information privacy	06	(Ball et al., 2012)
4	Knowledge management capacity	08	(Asgarian, 2012)
5	Work attitude	05	(Green et al., 2006)

The ADANCO software implementing SEM was used for the analysis of the constructs' relationship. The reason for choosing ADANCO was its ability to manage complex relationships, its capability to assess mediation and moderation effects, and the generation of robust estimates of model fit, as well as path coefficients. The process involved the following steps in data analysis. First of all, the measurement model was examined in terms of reliability and validity, including factor loadings, composite reliability, and average variance extracted (AVE). This would provide the evidence to ascertain that the constructs were measured consistently and that items captured the intentional theoretical dimensions. Having found the measurement model adequate, the structural model was tested on the hypothesized relationships of shared goals with protean career orientation, work-related information privacy, knowledge management capacity, and then work attitude. Mediation and moderation effects were tested to understand the role of protean career orientation, as well as the moderating influence of work-related information privacy and knowledge management capacity in the relationship between shared goals and employee work attitude.

Results

These constructs' reliability and validity were assessed using Dijkstra-Henseler's rho (ρ_A), Jöreskog's rho (ρ_c), Cronbach's alpha (α), and Average Variance Extracted (AVE). All shared goals had strong consistency in the reliability indicators, such as $\rho_A = 0.863$, $\rho_c = 0.861$, $\alpha = 0.862$, but AVE only

managed to explain more than half of the variance for its indicators at 0.509. For Protean career orientation, a reliability of lower value was found as $\rho A = 0.762$, $\rho c = 0.756$, $\alpha = 0.757$ but AVE was much more favorable at 0.585, hence it had higher MV. Work-related information privacy had adequate reliability with $\rho A = 0.791$, $\rho c = 0.748$, $\alpha = 0.743$ coupled with an AVE of 0.510, thus showing items in sufficient convergence.

Table 2

Variables reliability and validity				
Construct	Dijkstra-Henseler's rho (ρA)	Jöreskog's rho (ρc)	Cronbach's alpha (α)	Average variance extracted (AVE)
Shared goals	0.863	0.861	0.862	0.509
Protean career orientation	0.762	0.756	0.757	0.585
Work-related information privacy	0.791	0.748	0.743	0.510
Knowledge management capacity	0.814	0.817	0.818	0.119
Work attitude	0.786	0.785	0.785	0.522

Knowledge management capacity presented high reliability values of ρA (0.814), ρc (0.817), and α (0.818) but had a very low AVE score of 0.119, which indicates problems in terms of the percentage of explained variance. Work attitude presented moderate reliability measures of $\rho A = 0.786$, $\rho c = 0.785$, $\alpha = 0.785$, with an acceptable AVE measure of 0.522, meaning the items explained slightly more than half of the variance.

The fitness statistics of the measurement items of constructs indicated heterogeneous item loadings, which suggest their respective contributions to their latent variables. For common goals, SG1 had the highest loading at 0.781, and SG2 and SG3 were relatively weaker at 0.599 and 0.608, respectively, meaning that SG1 is the most reliable indicator of this construct. The protean career orientation construct exhibited more diffused loadings with values ranging from 0.578 (PCO9) to 0.737 (PCO12), but PCO12 and PCO11 were the highest contributing items to the construct. Moderately heavy loadings were seen in work-related information privacy, with WRI6 bearing the highest value at 0.752 while others ranged from 0.674 to 0.745. High item loadings were found for knowledge management capacity with KMC1 and KMC2 showing the highest item loadings at 0.784 and 0.785 respectively, and the rest of the items like KMC6 and KMC7 showed close values of 0.773 and 0.756 respectively. While for work attitude, WA2 has the highest loading at 0.714 while the remaining ranges from 0.606 to 0.679 which had high consistency between these items.

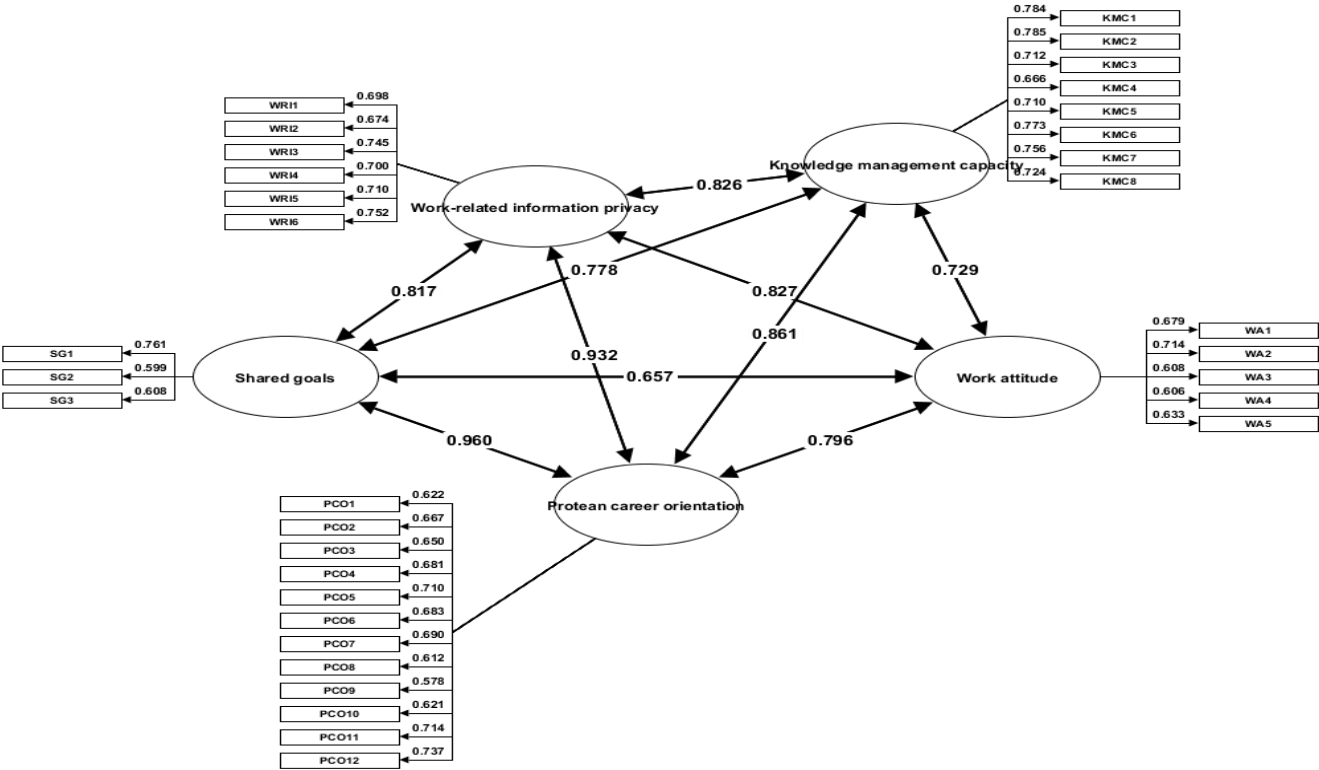


Figure 2: Estimated Model

Table 3

Measurement Items Fitness Statistics					
Indicator	Shared goals	Protean career orientation	Work-related information privacy	Knowledge management capacity	Work attitude
SG1	0.781				
SG2	0.599				
SG3	0.608				
PCO1		0.622			
PCO2		0.667			
PCO3		0.650			
PCO4		0.681			
PCO5		0.710			
PCO6		0.683			
PCO7		0.690			
PCO8		0.612			
PCO9		0.578			
PCO10		0.621			
PCO11		0.714			
PCO12		0.737			
WRI1			0.696		
WRI2			0.674		
WRI3			0.745		
WRI4			0.700		
WRI5			0.710		
WRI6				0.752	
KMC1				0.784	
KMC2				0.785	
KMC3				0.712	
KMC4				0.666	
KMC5				0.710	
KMC6				0.773	
KMC7				0.756	
KMC8				0.724	
WA1					0.679
WA2					0.714
WA3					0.608
WA4					0.606
WA5					0.633

The ratio of correlations offered through HTMT gives the discriminant validity of the constructs between themselves. Shared goals and protean career orientation gave a result of the HTMT ratio to be 0.654, hence discriminant validity is at an acceptable level. On the other hand, moderate correlation was seen with work-related information privacy with shared goals that reached up to 0.670 and with protean career orientation that reached up to 0.565, thereby providing satisfactory distinctions of the constructs. The correlations with shared goals were higher for knowledge management capacity at 0.758 and protean career orientation at 0.776, but all remained within acceptable limits, though the correlation with work-related information privacy was notably high at 0.799. The last variable, work attitude, had the highest correlation with shared goals, at 0.759. However, this variable also maintained relatively high correlations with protean career orientation at 0.670, with work-related

information privacy at 0.730, and with knowledge management capacity at 0.702; these outcomes further support the discriminant validity of the constructs.

Table 4

Heterotrait-Monotrait Ratio of Correlations (HTMT)					
Construct	1	2	3	4	5
Shared goals					
Protean career orientation	0.654				
Work-related information privacy	0.670	0.565			
Knowledge management capacity	0.758	0.776	0.799		
Work attitude	0.759	0.670	0.730	0.702	

The diagonal value had a value of 0.645 based on the Fornell-Larcker criterion, thereby reflecting its square root of AVE which presented with moderate correlations for protean career orientation at (0.666) and knowledge management capacity at 0.759. Protean career orientation had a square root of AVE value at 0.602 and had strengths in correlation towards shared goals (0.666) and work-related information privacy at (0.781). Work-related information privacy had the highest intercorrelation values, particularly with protean career orientation at 0.781 and knowledge management capacity at 0.731, whose square root of AVE value stood at 0.706. Knowledge management capacity had a diagonal value of 0.701, which indicates its AVE while exhibiting moderate correlation with the construct work attitude at 0.650. Work attitude had the lowest diagonal value with a 0.711, which, relative to other constructs, means it has a modest level of discriminant validity.

Table 5

Fornell-Larcker Criterion					
Construct	1	2	3	4	5
Shared goals	0.645				
Protean career orientation	0.666	0.602			
Work-related information privacy	0.760	0.781	0.706		
Knowledge management capacity	0.759	0.658	0.731	0.701	
Work attitude	0.523	0.609	0.585	0.650	0.711

The R-square statistics and model goodness of fit appear to offer some information about the explanatory capacity of the model. On work attitude, the coefficient of determination (R^2) was 0.522 with an adjusted R^2 of 0.541; this means that the model explains 52.2% of the variance in work attitude, which is substantial. Protean career orientation gave an even higher R^2 of 0.629 and adjusted R^2 of 0.659, meaning that the model describes 62.9% of variability in protean career orientation. For this study, the Q^2 predict values were low at 0.079, meaning that there is minimal predictive relevance; however, the RMSE

and MAE values for construct lack specification and go further in assessing model fit, showing residual errors between predicted and actual outcomes.

Table 6

R-square statistics and Model Goodness of Fit Statistics					
Construct	Coefficient of determination -R ²	Adjusted R ²	Q ² predict	RMSE	MAE
Work attitude	0.522	0.541	0.420	0.055	0.079
Protean career orientation	0.629	0.659			

In the path analysis, support was given to all the hypotheses. Shared goals had a very significant impact on the work attitudes of employees having a coefficient of 0.500, the t-value was 6.576, and the p-value was less than 0.001. Similarly, protean career orientation also had a highly significant effect on work attitudes with a coefficient of 0.438, t-value 6.346, and the p-value was less than 0.001. A mediating effect was established with a coefficient of 0.268, t-value of 5.139, and p-value < 0.001 between shared goals and work attitudes through protean career orientation.

In addition, it is found that work-related information privacy significantly moderated the relationship between shared goals and work attitude with a strong coefficient of 0.387, t-value of 5.730, and p-value < 0.001. For the third hypothesis, it is evident that knowledge management capacity may significantly moderate the relationship between shared goals and work attitude, with a coefficient of 0.238, t-value of 4.955, and a p-value < 0.001, which further re-affirmed critical roles of knowledge management influencing employee work attitudes.

Table 7

Path Analysis				
Hypothesis	Coefficients	Standard Errors	t-values	p-values
Shared goals significantly influence the employees work attitude.	0.500	0.070	6.57594	<0.001
Protean career orientation significantly influences the employees work attitude.	0.438	0.064	6.34569	<0.001
Protean career orientation significantly mediates the relationship of shared goals the employees work attitude.	0.268	0.048	5.13918	<0.001
Work-related information privacy significantly moderates the relationship of shared goals the employees work attitude.	0.387	0.052	5.72997	<0.001
Knowledge management capacity significantly moderates the relationship of shared goals the employees work attitude.	0.238	0.044	4.95498	<0.001



Figure 3: Structural Model for Path Analysis

Discussion

The results of this study give a comprehensive overview of how shared goals, protean career orientation, and other moderation variables impact employee work attitudes in the organizational climate of today. Today, working culture is fast changing and speedy. More than ever, alignment of personal and organizational goals is important to retain focus and motivation among the employees. This discussion integrates the theoretical frameworks, past empirical findings, and the current study's results into insights regarding the interface between shared goals and their inextricable associations with career orientations, information privacy, and knowledge management capacity. This present research provides us with direct, mediating, and moderating relationships, allowing us to ignite an understanding of how organizations can strategically capitalize on these factors to ensure positive employee work attitudes driving organizational success in general. The implications of each hypothesis are discussed in detail below, engaging in close analysis of the accepted hypotheses and their contributions to existing literature and practical implementation.

The first hypothesis pointed out that shared goals have an influence on employees' work attitudes, where support was found in the result in which it confirmed already established theoretical and empirical studies in literature. Given that hypothesis, alignment of personal and organizational goals led to a good attitude toward working. In fact, findings align with the goal-setting theory proposed by Wen and Ye (2024), pointing out that clearly defined challenging, and shared mutually set goals lead to an increase in motivation, satisfaction, and commitment. Knowing their contributions in line with objectives increases purpose and creates a positive work environment. In addition, the findings of the study are compatible with the earlier studies by Bazine et al. (2024), in that employees who share a common goal demonstrated higher levels of engagement and job satisfaction. It is on the back of this study that it would actually emerge that active engagement of employees in the formulation and setting of such goals has a moderate effect on performance, enhancing work attitudes, and might be critical evidence for HR managers to focus on shared goal alignment as a tool for improving employee morale and productivity.

The second hypothesis tested the effects of protean career orientation on work attitudes and was accepted too, but it was considered that self-directed career management among employees created a difference. Protean career-

oriented workers, characterized by their adaptability in making proactive ways in which they would have liked to shape their careers, reflected much more favorable work attitudes toward their jobs. Such results can be seen to be valid in the arguments of Zhu and Gao (2024), who viewed the truth that protean career orientation results in more job satisfaction as "employees would be better empowered to take charge of their career and align it with what they value." Thus, the perception of exerting autonomy and personal growth is associated with a more focused and motivated workforce. Such results suggest that protean career-oriented employees do not only have favorable perceptions toward organizational change but also deepen their sense of connection with their work, as they can perceive how their aspirations really connect the organization's vision. It is further evidence in the sense that organizations should encourage a protean career mindset by offering them development opportunities, training, and flexible career paths aligned with individual growth.

The third hypothesis was that shared goals will have a moderate mediator protean career orientation in its relation with work attitudes, and the present study's results support the hypothesis. It will be interesting to note the influence of shared goals on employees' career orientations, which will enable a more precise understanding of their dynamic interaction on work attitudes. Findings indicate that shared goals indeed have a direct positive impact on work attitudes; however, this is enhanced when employees adopt a protean career orientation. Protean career-oriented employees are more adept at 'interpretation' of organizational goals to opportunities for personal development in order to enhance their overall work attitude. This mediating role also aligns well with the theoretical underpinning both goal-setting theory and protean career theory, which suggests that when individual aspirations for a career are aligned with organizational goals, more motivation and engagement are encouraged (Purohit & Jayswal, 2024). Organisations can thus help workers internalize common goals in a manner that resonates to personal values through the promotion of career flexibility and selfdirected growth, therefore increasing job satisfaction and commitment.

Work-related information privacy was the focus of this fourth hypothesis. There is empirical evidence that privacy perceptions are an important component of work attitudes, wherein shared goals influence employee attitudes. The more employees believed their personal and professional information was protected, the better their disposition toward organizational

goals in working attitudes. This understanding is in line with the theory of privacy calculus (Kundi et al., 2023) and indicates that when privacy is valued, employees are more likely to exhibit organizationally desired behaviors. However, concerns over privacy have led to disengagement, mistrust, and negative attitudes toward work. With these findings, this study showed the relevance of organizational policies in information privacy. Overall, this depicts that companies need to invest in secure information management systems for trust on maintaining the connections they build with employees and achieving goal alignment. It would be safe to assume that shared goals would be achieved better in environments where employees feel their data is safe.

The last hypothesis tested the moderating effect of knowledge management capacity on the relationship between shared goals and work attitudes, which was also confirmed. What this result indicates is that organizations with high knowledge management capacity-organizations capable of effectively capturing, storing, and disseminating knowledge-produce better performance in aligning shared goals with employees' work attitudes. This is consistent with the assertion by Schabram et al. (2023), who demonstrated that knowledge management practices do play an important role in aiding employee performance and satisfaction. Their capability to access appropriate knowledge and resources forms an essential part in helping employees understand the scope of their contributions to more macro-level organizational objectives that improve employee attitude towards work. The basic reason for this is that the knowledge management system helps bridge the gap between individual efforts and organizational goals by equipping employees with necessary information to achieve success. Organizations with strong knowledge management capacities are more apt to engender positive work attitudes among their workforce and thus should constitute an important tool for improving employees' engagement and motivation.

This study contributes to a better understanding of the factors influencing employee work attitudes and provides strong empirical support for proposed hypotheses. Through an exploration of direct, mediating, and moderating relationships among shared goals, protean career orientation, work-related information privacy, and knowledge management capacity, this research identified and emphasized the need for individual and organizational objectives alignment. Findings The findings point out the significance of an organizational work environment of shared organizational goals that are

clearly communicated, employee empowerment to manage their career, and the system of privacy concerns and knowledge management systems. Contribution to the existing body of literature, these findings provide pragmatic guidance to managers looking for ways to enhance employee motivation, satisfaction, and overall work performance. Going forward, the organizations that would tend to these aspects will be in a great position to form a more motivated and active, efficient workforce.

Conclusion

To sum it up, this study is useful for gaining insight into complex and intricate relationships between shared goals, protean career orientation, work-related information privacy, and knowledge management capacity in shaping employee work attitudes. It implies that all the hypotheses adopted underscore the important role organizational practices play in shaping the perceptions and behavior of employees. Recognizing this need to align the personal and organizational goals fosters positive working environments, motivating employees toward commitment. Support to protean career orientation further supports proactive career navigation of employees, which therefore turns their jobs more satisfying and fulfilling in general. Ultimately, the study emphasizes the fact that organizations have to focus on strategies that promote shared goals and enable employees to voice their autonomy along with career developments. The focus of work-related information privacy and the management capacity also increases the need for organizations to design secure as well as supportive working environments. As organizations continue to navigate the complications of the modern workforce, understanding and leveraging these dynamics will be essential in building motivated and engaged employee bases. The insights that emerge from this research pave the way for further studies that can continue to depict the multifaceted nature of employee work attitudes and inform effective organizational practices.

Implications of the study

The study's findings have very important practical implications in terms of improving worker attitudes among those organization with the goals of bettering work attitudes. Organizations, by focusing on shared goals, create an environment of collaborative effort wherein the personal objectives of individuals and team objectives are in total alignment. Alignment fosters a sense of belonging to and commitment with the organization; motivation is

further enhanced. Protean career orientation also highlights the organizational imperative in empowering employees to take charge of their career paths. Career development programs that result in high autonomy and adaptability are likely to empower the employee with improved job satisfaction and productivity as organizational outcomes. The rather large moderating effects of work-related information privacy and knowledge management capacity tell us that investments by organizations in a data protection and knowledge-sharing system is very important. Thus, prioritizing these areas will make an organization provide a supportive and secure work environment to employees, furthering employee engagement and performance at work.

This research, theoretically, contributes to the integration of the concepts of shared goals, protean career orientation, and work-related information privacy in a single framework. This integration gives further insight into the dynamics of forces affecting employee work attitudes and merges gaps between different strands of organizational behavior research. The paper also emphasizes the fact that direct organizational factors are not the only ones that affect the attitudes of employees but rather individual career orientations and privacy perceptions have to do with their working attitude. The mediation and moderation effects elucidated here promise a lot for future studies, encouraging authors to look further into these relationships and investigate additional contextual factors which may affect worker attitudes in varying organizational contexts.

Limitations and Future Research Directions

This study has its merit, but I shouldn't forget to give some drawbacks. The research was conducted within one organization in the Kingdom of Saudi Arabia, which limits the generalization of findings to various contexts or cultural settings. Cultural, industry, and socio-economic characteristics particular to the Saudi organizations may mask the reported relationships, and additional studies on various organizations and industries should be conducted to test and extend these results. One such limitation will be the reliance on self-report data that would inject bias due to socially desirable responses from the employees and not necessarily what they feel. Future studies could include manager ratings or organizational performance to triangulate and more reliably develop their findings.

Future research directions include finding the longitudinal effects of shared goals and protean career orientation on employee work attitudes over time. Such an investigation about how the constructs evolve and impact employee

engagement over the different career stages may add more insights into what the long-term effects are. Future studies can also give more attention towards integrating work-related information privacy with other new concepts that include shifting patterns in remote work and changes created due to changes of technology in workplaces. It will provide a deeper understanding of what determines an employee's attitude regarding his high profile workplace, the range of influence of any "bottom up" effect that may dominate the workplace and its trend. This study, by being extended to several industries and geographical contexts, would thus provide more generalizable findings, making it more robust and contributing more toward understanding factors that might influence employee work attitudes worldwide.

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Appendix 1

Shared goals

1. My organizational members and I always agree on what is important at work.
2. My organizational members and I always share the same ambitions and vision at work.
3. My organizational members and I are always enthusiastic about pursuing the collective goals and missions of the whole organization.

Protean career orientation

1. I am responsible for expanding my career-related skills and knowledge.
2. It is my responsibility to take the initiative to investigate my career options.
3. I am responsible for my career development.
4. My career is guided by the opportunity to achieve personally meaningful values.
5. I judge my level of career success based on whether I achieve my own personal values and ideals.
6. I am motivated in my career to achieve personal goals and values regardless of whether they coincide with those of my organization.
7. I control the direction of my career.
8. It is up to me to find and create opportunities for career progression.
9. I am personally accountable for how my career develops.
10. It is important to me that my career helps me fulfill my life values.
11. I derive career success from achieving the personal standards that I set for myself, not the standards set by my organization.
12. My career is driven by my need to achieve my values.
13. Work-related information privacy

Information Privacy

1. How important is it to you to be in control of whether you give out your personal information?
2. How important is it to you to be in control of who can get hold of your personal information?

Intimacy

1. How important is it to you to be able to share confidential matters with trusted persons?

Limitation of Access

1. How important is it to you not to have someone listening to you perform your job without your permission?
2. How important is it to you not to have someone watching you perform your job without your permission?

Solitude

1. How important is it to you to have times when you are completely alone at work?

Knowledge management capacity*Knowledge sharing*

1. Knowledge was shared between supervisors and subordinates.
2. Knowledge was shared between colleagues.
3. Knowledge was shared between units.

Knowledge application

1. Effectively managing knowledge into practical use.
2. Effectively utilizing knowledge into practical use.

Knowledge acquisition

1. Knowledge was obtained from customers.
2. Knowledge was obtained from partners.
3. Knowledge was obtained from employees.

Work attitude

1. I am very confident that I can reach my performance goals.
2. The level of my individual performance last year was excellent.
3. I regularly accomplish my goals.
4. My individual goals directly support the goals of the organization.
5. My individual performance has improved significantly during the last year.