

COMPARISON OF NEW CAREER APPROACH ATTITUDES AND SUBJECTIVE CAREER SUCCESS PERCEPTIONS IN TERMS OF DEMOGRAPHIC VARIABLES¹²Asst. Prof. Uygur ÖZTÜRK (Ph.D.)* Assoc. Prof. Elvan YILDIRIM (Ph.D.)** **ABSTRACT**

This study examines the impact of shifts in the structure of employment and traditional career models on perceptions of boundaryless, protean, and subjective career success among employees of private employment agencies. As private employment agencies represent a relatively new phenomenon in the modern labor market, this research aims to examine these concepts quantitatively. This research investigates the relationship between demographic characteristics and perceptions of boundaryless, protean and subjective career success among employees of private employment agencies. The sample for this study consisted of 895 employees affiliated with private employment agencies in Istanbul. Research hypotheses were examined using exploratory factor analysis, descriptive statistics, correlation analysis, independent sample t-tests, and ANOVA. The results of this study revealed statistically significant differences in perceptions of boundaryless career attitude and subjective career success as a function of gender, age, education, marital status, and income level. However, no statistically significant differences were observed in perceptions of protean career attitudes across any demographic variable. Furthermore, the findings of this study have the potential to inform human resources, recruitment, and career planning practices.

Keywords: Private Employment Agencies, Flexible Employment, New Career Approaches, Subjective Career Success.

Jel Codes: J11, M12, O15.

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1. INTRODUCTION

The present study argues that traditional career models are undergoing significant transformations in response to various factors such as organizational downsizing, competitive pressures, democratization of the workplace (Gratton and Ghoshal, 2003), reduction in employment security (Cappelli, 1999), increase in labour variety, rise of temporary work and outsourcing (Sullivan and Baruch, 2009). These changes have led to shifts in the structure of employment, job security and the supply and demand of full-time and flexible-time work. It is also argued that these factors are reshaping the traditional understanding of careers (Enache et al., 2011) and providing competitive advantage (Powell and Snellman, 2004). In this context, private employment agencies have emerged as a response to the changing landscape of employment and have become an increasingly prevalent aspect of the modern labor market, mainly for meeting supply and demand.

The current study posits that the transformation in career models has also affected the fundamental structure of traditional career approaches. Instead of placing responsibility for career development solely on organizations, there is now a greater emphasis on individual responsibility for one's career. This shift is reflected in changes in the psychological contract (Rousseau, 1995) between employees and employers. One of the most striking conceptual transformations in career development has been the emergence of new career approaches, such as boundaryless and protean careers (Briscoe et al., 2006; Aydın Göktepe, 2016; Briscoe and Finkelstein, 2009; Briscoe and Hall, 2006; Çakmak-Otluoğlu, 2012; Çakmak, 2011; Gubler et al., 2014; Park, 2010; Redondo et al., 2021; Seçer and Çınar, 2011; Segers et al., 2008; Verbruggen, 2012). These new career approaches are widely recognized as symbols of a new paradigm in career development.

Another significant shift in career management has been from objective career success to subjective career success. Career success is considered a primary goal for individuals and is often driven by work commitment, work participation, performance and happiness (Abele et al., 2011). Given the critical role of career success for individuals and organizations (Gunz and Heslin, 2005; Super, 1990), human resources practitioners need to evaluate candidates' perceptions of career success when hiring decisions. Understanding the subjective degrees of career success across different variables and dimensions can make it easier for managers to match the right person to the right position (Pan and Zhou, 2015). Furthermore, it is beneficial for managers to understand the perceptions of career success of their employees in order to provide efficient advice and motivate their employees correctly in their work (Abele et al., 2011).

There has been relatively little empirical research that supports the theoretical propositions surrounding boundaryless and protean career attitudes (Segers et al., 2008). Some authors have called for research that takes into account the impact of individual and cultural differences, such as gender, age and education, on boundaryless and protean career attitudes (Briscoe et al., 2006; Eby et al, 2003;

Sullivan, 1999; Sullivan and Arthur, 2006; Enache et al., 2011). Given this call for research, it is important to understand employees' career perceptions and attitudes in organizations that are at the forefront of new employment forms, such as private employment agencies. The demographic structures of these organizations are likely to change over time, particularly concerning attitudes and perceptions. For example, differences between generations, the increasing number of women in the workforce, the increasing number of students, changes in family structures, and the effects of globalization may all influence the importance of research on demographic variables.

It is widely acknowledged that contemporary career management places a significant emphasis on individuality (Cohen et al., 2004). There needs to be a greater understanding of how macro-level variables affect individual career outcomes (Mayrhofer et al., 2007). Therefore, organizations need to understand the subjective experiences of their employees and the factors that contribute to career success (Smale et al., 2019). Furthermore, understanding the structure of these macro-level variables is essential for employees to be prepared in terms of thought, strategy and business policy in career planning.

2. LITERATUR REVIEW AND HYPOTESIS

H1: Boundaryless career attitudes of employees affiliated with private employment agencies differ significantly according to demographic variables.

Various factors influence age-related differences in career mobility and workplace mobility. For instance, in modern times, people tend to become more settled and less energetic as they age (Kanfer and Ackerman, 2004). Additionally, as people get older, it may become more challenging for them to find new job opportunities in the labor market (Segers et al. 2008). With increasing age, job security becomes more important, and it is observed that older employees tend to experience greater employment insecurity (Näswall and De Witte, 2003). There are also empirical findings that physical mobility decreases with age (Sullivan and Baruch, 2009: 1553). Given these data, older individuals may have a less favorable attitude toward physical mobility.

H1a: Boundaryless career attitudes of employees affiliated with private employment agencies differ significantly according to the age variable.

Hall (2004) posits that gender has no bearing on an individual's career attitude. However, several studies (Eby et al., 2003; Mainiero and Sullivan, 2005) have found that women tend to be more inclined toward non-traditional careers. This phenomenon can be attributed to various factors such as the lack of support from colleagues and employers, particularly for women with children, as well as the scarcity of female role models in senior leadership positions, leading to difficulties in breaking the "glass ceiling" (Enache et al., 2011). Furthermore, Segers et al. (2008) suggest that women may possess a greater psychological mobility, possibly due to the higher likelihood of career interruptions and the ability to envision multiple career paths. Conversely, societal expectations may limit men's psychological

mobility, forcing them to conform to traditional job roles or to provide for their families (Mainiero and Sullivan, 2005). The study by Segers et al. (2008) found that women had higher psychological mobility scores and were therefore included in the "curiosity/wandering" cluster (p. 225). A woman may refuse to relocate if her husband is unable or unwilling to move, has to care for a patient, or if quality child care is unavailable in the new settlement (Sullivan and Arthur, 2006). Based on these findings, the hypothesis is that:

H1b: Boundaryless career attitudes of employees affiliated with private employment agencies differ significantly according to gender variable.

Marriage is often associated with the establishment of a household and the assumption of long-term domestic responsibilities. This is particularly true when children are involved, as the need for stability and continuity in a child's education and social environment may further limit mobility. This constraint on mobility is not limited to institutional affiliations, as the social environment of one's spouse and children can also limit mobility. Conversely, single individuals may possess greater freedom of movement and have greater flexibility to pursue career opportunities.

H1c: Boundaryless career attitudes of employees affiliated with private employment agencies differ significantly according to marital status variable.

Individuals with higher levels of education may possess advantages in terms of career advancement and job mobility. Specifically, higher education is positively associated with increased promotion opportunities, which may result in fewer job changes (Segers et al., 2008). Additionally, higher education is positively correlated with psychological mobility, and motivation related to self-management and career advancement (Segers et al., 2008). Conversely, individuals with lower levels of education may prioritize employment continuity due to a lack of alternative job opportunities (Van Vuuren et al., 1991). In summary, highly educated individuals may have an advantage in career advancement, including being promoted and changing jobs more frequently.

H1d: Boundaryless career attitudes of employees affiliated with private employment agencies differ significantly according to education status variable.

The literature suggests that various factors, such as salary, status, and promotion opportunities, may motivate managers to change jobs (Analoui, 2000; Campbell et al., 1970). This tendency to seek new opportunities may be viewed as a rational response to organizational change (Cherame et al., 2007). Additionally, managers with higher incomes may experience less employment insecurity and possess a greater sense of job security as a result of their higher status (Näswall and De Witte, 2003). This may lead to an increased inclination towards physical mobility as income increases.

H1e: Boundaryless career attitudes of employees affiliated with private employment agencies differ significantly according to income status variable.

H2: Protean career attitudes of the employees working in the private employment agencies differ significantly according to the demographic variables.

Levinson (1977) proposed that the middle-age transition period is a time when individuals, particularly men, may begin to re-evaluate their personal goals and aspirations. As individuals age, they may become increasingly resistant to societal pressures and exhibit greater self-determination (Ryff, 1995) which may be attributed to the increased ability to maintain one's own principles and ideals as age progresses (İnceoğlu et al., 2008). Furthermore, as individuals grow older, they may strive to maintain and preserve their self-concept (Kanfer and Ackerman, 2004; Maurer, 2001) indicating that personal values become increasingly important as one ages.

H2a: Protean career attitudes of the employees affiliated with the private employment agencies differ significantly according to the age variable.

Research suggests that women tend to construct careers characterized by greater discontinuity, as they prioritize personal values such as challenge, balance, and authenticity that may shift over time (Mainiero and Sullivan, 2005). In contrast, men tend to exhibit more linear and traditional career patterns (Mainiero and Sullivan, 2005). Additionally, Segers et al. (2008) found that women tend to possess a higher values-based career orientation. However, it should be noted that some studies have found no significant differences in career patterns between men and women.

Several international studies (Agarwala, 2008; Briscoe et al., 2006; Vigoda-Gadot and Grimland, 2008) have found no significant differences in protean career attitudes between genders. In contrast, studies conducted in Turkey (Onay and Vezneli, 2012; Suvacı and Paşaoğlu Baş, 2018; Kale and Özer, 2012) have also found that there is no significant difference in protean career attitudes based on gender.

H2b: Protean career attitudes of the employees affiliated with the private employment agencies do not differ significantly according to the gender variable.

Protean career management does not necessitate physical mobility in order to align one's career with their personal values. Factors such as marital status and parenthood may not significantly impact an individual's protean career attitude, as it is more reflective of personal perspective and attitude rather than external circumstances.

H2c: The protean career attitudes of the employees affiliated with the private employment agencies do not differ significantly according to the marital status variable.

Research indicates that managers and individuals with higher levels of education tend to exhibit greater self-direction in their careers compared to non-managers and those with lower levels of education (Analoui, 2000; Campbell et al., 1970; Costa and McCrae, 1988). This may suggest that as the level of education increases, individuals may also demonstrate a greater inclination towards a protean career attitude.

H2d: Protean career attitudes of the employees affiliated with the private employment agencies differ significantly according to the educational status variable.

While it is commonly assumed that individuals with high levels of income tend to dominate their career orientations, it should be noted that individuals who prioritize their own values and self-direction in their careers may also hold jobs that offer lower levels of compensation. This suggests that there may be no significant difference in the protean career orientation between high-income and low-income individuals.

H2e: Protean career attitudes of the employees affiliated with the private employment agencies do not differ significantly according to the income variable.

H3: The subjective career success perceptions of the employees affiliated with the private employment agencies differ significantly according to the demographic variables.

It is commonly observed that external motivators such as money, status, and promotion tend to lose their appeal as individuals age (İnceoğlu et al., 2008; Warr, 2001; Ryff and Baltes, 1976). As people grow older, they prioritize their values and become increasingly self-motivated. Autonomy and work-life balance are considered sub-dimensions of subjective career success (Shockley et al., 2016). Studies have found that while individuals may exhibit an increasing motivation for autonomy as they age (İnceoğlu et al., 2008; Ryff, 1995), their desire for work-life balance may also increase as age progresses (Hupkens, 2021).

H3a: The subjective career success perceptions of the employees affiliated with the private employment agencies differ significantly according to the age variable.

Research suggests that men score higher in achievement orientation, while women score higher in personal development (İnceoğlu et al., 2008). Men are commonly found to be more motivated by traditional career success criteria such as money, status, and promotion. In contrast, women's definitions of career success tend to focus on subjective measures, rather than solely objective ones (Lirio et al., 2007; Sturges, 1999; Pachilic et al., 2008).

H3b: The subjective career success perceptions of the employees affiliated with the private employment agencies differ significantly according to the gender variable.

Research by Cabrera (2009) suggests that personal success, which includes aspects such as a sense of family happiness, is perceived as more valuable than more traditional measures of success such as psychological success, monetary rewards, or promotion. This perception of subjective career success may be heightened among individuals who are married.

H3c: The subjective career success perceptions of the employees affiliated with the private employment agencies differ significantly according to the marital status variable.

As individuals attain higher levels of education, they may have an increased perception of recognition within their organization, and a greater emphasis on personal development and work-life balance. Additionally, higher levels of education may be associated with a higher perception of job quality and meaningfulness.

H3d: The subjective career success perceptions of the employees affiliated with the private employment agencies differ significantly according to the education variable.

Income is considered as one of the objective criteria for career success. However, research suggests that as an individual's income level increases, they may perceive themselves as more successful in their career. It should be noted that objective and subjective career success are not mutually exclusive concepts, but rather may be subjectively adapted to modern societal norms.

H3e: The subjective career success perceptions of the employees affiliated with the private employment agencies differ significantly according to the income variable.

3. METHODOLOGY

This research used a questionnaire-based method to test the relationships between demographic data. The questionnaire was specifically designed for this study, versions adapted to Turkish were utilized, and pre-tests were conducted. To test the hypotheses, 3 different scales were used in addition to demographic variables. The boundaryless career and protean career scale was developed by Briscoe et al. (2006), and the subjective career success scale was developed by Shockley et al. (2016). For the boundaryless and protean career orientation scale, the version adapted by Çakmak (2011) was used. For the subjective career success perception scale, the adapted Turkish version of Budak and Gürbüz (2017) was used.

The responses to the statements in the questionnaire were recorded using a 5-point Likert scale (1= strongly disagree, 5 = strongly agree). The research was conducted in Istanbul, the most populous city in Turkey. The sample consisted of 895 individuals employed by private employment agencies operating in this city.

The data collected from the survey was analyzed using the SPSS package program. In order to test the research hypotheses, descriptive statistical analyses, independent sample t-tests, and one-way ANOVA analyses were performed. Demographic variables such as age, gender, marital status, education level, and income were included in the questionnaire. The reliability of the scales were evaluated using Cronbach's Alpha and the results were 0.731 for boundaryless careers, 0.733 for protean careers, and 0.923 for subjective career success. These results indicate that the scales are reliable as all Cronbach α values are greater than 0.7, as per the criteria suggested by Pallant (2020).

The validity of the relevant constructs was tested using factor analysis. Direct Oblimin rotation method was used for all the scales. The results of KMO (Kaiser-Meyer-Olkin measure) and sig

(significance) for Protean career attitudes scale was $KMO=.805$, $sig=0.000$, for boundaryless career attitudes scale was $KMO=.821$, $sig=0.000$, for subjective career success scales was $KMO=.911$, $sig=0.000$, which showed that the correlation matrixes were suitable for factor analysis.

The factor analysis of the boundaryless career scale revealed that it loaded explicitly on two separate factors (boundaryless mindset and organizational mobility) that explained 49.93% of the total variance. For the protean career attitudes scale, the eigenvalues of the three factors were more significant than one. When the solution was limited to two factors, the items were loaded on two separate factors (self-directed career management and value-oriented orientation), which explained 44.45% of the total variance. For the subjective career success scale, the eigenvalues of six factors were greater than one. When the solution was extracted with eight factors, the items were clearly loaded on eight different factors (recognition, meaningful work, influence, quality work, authenticity, personal life, growth and development, satisfaction), which explained 76.66% of the total variance. The results of exploratory factor analysis show that the translated scales performed as expected and yielded satisfactory results.

4. FINDINGS

The results of the study are presented in the tables below.

Table 1. Correlation Table

	Gender	Age Group	Education	Marital Status	Income	Boundaryless	Protean	Subjective
Gender	-							
Age Group	-,032	-						
Education	,439**	,014	-					
Marital Status	,004	-,154**	-,003	-				
Income	,594**	-,017	,315**	-,035	-			
Boundaryless	-,217**	-,162**	,092**	,198**	-,177**	-		
Protean	-,054	,043	,007	,060	,003	,186**	-	
Subjective	,156**	,107**	,139**	-,102**	,252**	-,109**	,285**	-

N=895

** The correlations are significant at the .01 level.

* The correlations are significant at the .05 level.

Table 1 illustrates the correlation coefficients between boundaryless career and various demographic variables such as gender, age, income, education and marital status. The results indicate a weak negative correlation between boundaryless career and gender ($r = -.217$, $p < .01$), age ($r = -.162$, $p < .01$), and income ($r = -.177$, $p < .01$). However, a weak positive correlation was found between boundaryless career and education ($r = .092$, $p < .01$) and marital status ($r = .198$, $p < .01$). A weak positive correlation was found between protean career and boundaryless career ($r=.177$, $p<.01$).

Table 1 illustrates the correlation coefficients between subjective career and various demographic variables such as gender, age, education, income, protean career, marital status, and boundaryless career.

The results indicate a weak positive correlation between subjective career and gender ($r=.156$, $p<.01$), age ($r=.107$, $p<.01$), education ($r=.139$, $p<.01$), income ($r=.252$, $p <.01$) and protean career ($r=.285$, $p<.01$). Additionally, there was a weak negative correlation found between subjective career and marital status ($r=-.102$, $p<.01$) and boundaryless career ($r=-.109$, $p<.01$).

Table 2. Boundaryless Career in terms of Demographic Variables

Variable	Boundaryless Career				Statistical Test	p-value
	N	%	Mean	SD		
Gender						
Male	391	43,7	3,34	0,45	Independent sample t-test	0,000
Female	504	56,3	3,17	0,51		
Age Group						
18-22	419	46,8	3,36	0,45	One-way ANOVA	0,000
23-28	321	35,9	3,18	0,53		
29-35	15	12,8	3,07	0,42		
36-42	34	3,8	3,12	0,48		
43-50	6	0,7	2,84	0,45		
Education						
High School and Less	233	26,3	3,08	0,51	One-way ANOVA	0,000
Vocational School	261	29,2	3,27	0,49		
Bachelor Degree	389	43,5	3,32	0,45		
Master and PhD	12	1,3	3,50	0,50		
Marital Status						
Single	820	91,6	3,26	0,49	Independent sample t-test	0,006
Married	75	8,4	3,09	0,50		
Student						
Yes	521	58,2	3,34	0,46	Independent sample t-test	0,000
No	374	41,8	3,12	0,50		
Income ₺						
1500 and less	255	28,5	3,43	0,42	One-way ANOVA	0,000
1500-3000	128	14,3	3,35	0,41		
3001-4253	73	8,2	3,08	0,53		
4254-5000	277	30,9	3,06	0,47		
5001-6000	44	4,9	3,32	0,47		
6001-7000	57	6,4	3,23	0,61		
7001-8000	21	2,3	3,04	0,47		
8001 and more	40	4,5	3,34	0,45		

Table 2 presents the results of an independent sample t-test that examines the differences in boundaryless career attitudes among demographic variables. The findings indicate that there are significant differences between genders ($p = 0.000 < 0.05$) and marital status ($p = 0.006 < 0.05$). Specifically, the boundaryless career attitude of men ($M = 3.34$) is significantly higher than that of women ($M = 3.17$). Additionally, the boundaryless career attitudes of single individuals ($M = 3.26$) are significantly higher than those of married individuals ($M = 3.09$).

To determine the source of differences in age group, educational status, and income variables on boundaryless career attitude, a One-Way ANOVA and Tukey HSD test (a Post-Hoc multiple comparison test) were applied. The results indicate that there are significant differences in boundaryless career attitude based on age group ($p = 0.000 < 0.05$), education level ($p = 0.000 < 0.05$), and income variable ($p = 0.000 < 0.05$). Specifically, the differences were found to be significant between the age groups 18-22, 23-28, 29-35, and 36-42; Vocational school, undergraduate and graduate degrees differ significantly according to education level, high school and lower graduates. In other words, as the level of education increases, boundaryless career attitude increases.

Table 3. Protean Career in terms of Demographic Variables

Protean Career						
Variable	N	%	Mean	SD	Statistical Test	p-value
Gender						
Male	391	43,7	3,83	0,49	Independent sample t-test	0,197
Female	504	56,3	3,88	0,46		
Age Group						
18-22	419	46,8	3,90	0,49	One-way ANOVA	0,120
23-28	321	35,9	3,82	0,48		
29-35	15	12,8	3,80	0,42		
36-42	34	3,8	3,92	0,42		
43-50	6	0,7	3,83	0,38		
Education						
High School and Less	233	26,3	3,82	0,50	One-way ANOVA	0,316
Vocational School	261	29,2	3,84	0,46		
Bachelor Degree	389	43,5	3,89	0,46		
Master and PhD	12	1,3	3,91	0,55		
Marital Status						
Single	820	91,6	3,86	0,48	Independent sample t-test	0,829
Married	75	8,4	3,85	0,43		
Student						
Yes	521	58,2	3,87	0,48	Independent sample t-test	0,200
No	374	41,8	3,83	0,47		
Income ₺						
1500 and less	255	28,5	3,87	0,48	One-way ANOVA	0,691
1500-3000	128	14,3	3,90	0,53		
3001-4253	73	8,2	3,85	0,56		
4254-5000	277	30,9	3,82	0,45		
5001-6000	44	4,9	3,81	0,40		
6001-7000	57	6,4	3,90	0,48		
7001-8000	21	2,3	3,79	0,29		
8001 and more	40	4,5	3,93	0,48		

Table 3 presents the results of an independent sample t-test that examines the differences in protean career attitudes among demographic variables. The findings indicate no significant difference in protean career attitude based on age, gender, education level, marital status, and income level.

Table 4. Subjective Career Success in terms of Demographic Variables

Subjective Career Success						
Variable	N	%	Mean	SD	Statistical Test	p-value
Gender						
Male	391	43,7	3,76	0,59	Independent sample t-test	0,001
Female	504	56,3	3,88	0,54		
Age Group						
18-22	419	46,8	3,76	0,55	One-way ANOVA	0,000
23-28	321	35,9	3,85	0,60		
29-35	15	12,8	3,95	0,48		
36-42	34	3,8	4,09	0,47		
43-50	6	0,7	4,18	0,21		
Education						
High School and Less	233	26,3	3,91	0,58	One-way ANOVA	0,012
Vocational School	261	29,2	3,85	0,54		
Bachelor Degree	389	43,5	3,76	0,56		
Master and PhD	12	1,3	3,90	0,41		
Marital Status						
Single	820	91,6	3,81	0,57	Independent sample t-test	0,000
Married	75	8,4	4,09	0,44		
Student						
Yes	521	58,2	3,74	0,58	Independent sample t-test	0,000
No	374	41,8	3,96	0,51		
Income ₺						
1500 and less	255	28,5	3,61	0,57	One-way ANOVA	0,000
1500-3000	128	14,3	3,78	0,59		
3001-4253	73	8,2	3,83	0,49		
4254-5000	277	30,9	3,96	0,55		
5001-6000	44	4,9	4,01	0,47		
6001-7000	57	6,4	3,94	0,38		
7001-8000	21	2,3	4,00	0,51		
8001 and more	40	4,5	4,05	0,46		

Table 4 presents the results of an independent sample t-test that examines the differences in subjective career success perception among demographic variables. The findings indicate that there are significant differences between genders ($p = 0.001 < 0.05$) and marital status ($p = 0.006 < 0.05$). Specifically, the subjective career success perception of women ($M = 3.88$) is significantly higher than that of men ($M = 3.76$). Additionally, the subjective career success perception of married individuals ($M = 4.09$) is significantly higher than that of single individuals ($M = 3.81$).

Table 4 presents the results of a One-Way ANOVA test that examines the differences in subjective career success perception among demographic variables such as age group, education level and income variable. The results indicate that there are significant differences in subjective career success perception according to age group ($p=0.000<0.05$), education level ($p=0.012<0.05$) and income variable ($p=0.000<0.05$). Specifically, the differences were found to be significant between the age groups 18-22, 29-35, and 36-42; and it was found that the difference in the income variable increases regularly and significantly for the age groups. This suggests that as the income increases, the subjective perception of career success also increases.

Table 5. Hypothesis Testing Results

H1:	Accept	H2:	Reject	H3:	Accept
H1a:	Accept	H2a:	Reject	H3a:	Accept
H1b:	Accept	H2b:	Accept	H3b:	Accept
H1c:	Accept	H2c:	Accept	H3c:	Accept
H1d:	Accept	H2d:	Reject	H3d:	Accept
H1e:	Accept	H2e:	Accept	H3e:	Accept

5. CONCLUSION

There have many transformation in the labor market in recent years. This transformation is also evident in demographic variables, with changes in perceptions of age, gender, marital status, education level, and income levels. In this study, the changing traditional concepts related to career were examined in terms of demographic variables. Alongside this transformation, there is a shift towards flexible working arrangements. Our research focused on employees affiliated with private employment agencies, as they provide a clear example of this shift towards flexibility. It is important to conduct further research on these employees to understand better the demographic factors that influence flexible working and flexible employees in the future.

The results of this research have implications for the areas of expertise within human resources departments, such as career planning and employee selection and placement. By analyzing demographic variables, it is possible to distinguish between individuals more likely to be interested in full-time or flexible-time employment. These findings can inform the development and implementation of strategies for evaluating and selecting employees for flexible working arrangements within organizations.

The findings of this research indicate that there are significant differences in boundaryless career attitudes based on gender. Specifically, men tend to have a higher level of labor mobility than women. This difference can be attributed to various factors, such as men being more likely to change jobs or relocate for work opportunities, traditional gender roles that place women in a more dependent position, and the responsibilities women may have to their families.

The study's results indicate a significant difference in boundaryless career attitudes based on age. A trend emerged that as individuals age, their boundaryless career attitudes tend to decrease. This trend may be attributed to a variety of factors such as decreasing energy levels, a tendency for individuals to settle down as they age (Kanfer and Ackerman, 2004), and an increase in employment insecurity (Näswall and De Witte, 2003). These findings are consistent with the literature in this area.

The study's result reveal a positive correlation between education level and boundaryless career attitude. As individuals attain higher levels of education, their boundaryless career attitudes tend to increase. This correlation can be explained by the fact that individuals with higher levels of education are more likely to be promoted within their organizations and have more job opportunities available (Van Vuuren et al., 1991). This finding is consistent with the literature in this area.

Boundaryless career attitude also differs significantly according to income level. As income increases, individuals may experience less employment insecurity and have a more physical mobility attitude (Näswall and De Witte, 2003). Additionally, higher income may provide more opportunities for career advancement and mobility. These results align with the findings of the research.

The present study found that subjective career success varies significantly by gender, with women reporting a higher subjective perception of career success than men. This finding aligns with previous research, which has indicated that men tend to be more motivated by factors such as money, status, and promotion (İnceoğlu et al., 2008). Furthermore, it appears that women place a greater emphasis on their internal evaluations in their perceptions of career success.

The present study found a correlation between age and subjective career success, with a positive relationship between the two variables. Specifically, the subjective perception of career success increases as individuals age. This finding aligns with previous research, which has indicated that as individuals get older, they tend to become more protective of their principles (İnceoğlu et al., 2008). The need for work-life balance increases with age (Hupkens, 2021). Thus, the subjective perception of career success also increases with age.

The present study found no significant differences in protean career attitudes among demographic variables. This finding is consistent with previous research, both internationally and nationally, which have also found no significant differences in protean career attitude by gender. Additionally, the study found no correlation between protean career attitude and income or marital status. This suggests that the multifaceted nature of protean career attitude may be more closely linked to individual personality traits rather than demographic variables.

The present study found a significant difference in the subjective perception of career success based on marital status, with married individuals reporting a higher subjective perception of career success than non-married individuals. This finding may be due to the fact that for married individuals, factors such as work-life balance, in addition to wages, may become more important in their perceptions of career success. Additionally, the study found a positive correlation between income and subjective career success, with individuals reporting higher levels of subjective career success as their income increases. This relationship highlights the interplay between objective and subjective career success, with an increase in income potentially leading to an increase in objective and subjective career success.

Identifying demographic variables in contemporary career and employment concepts is significant for recruitment and career management practices. In this context, it serves as a means for organizations to comprehend societal distinctions, such as age, gender, marital status and education, among individuals. Additionally, the study aimed to examine the perceptions of employees of private employment agencies regarding new career approaches. Through this examination, the study found differences among demographic variables.

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