

## The role of work life balance in the effect of boundaryless career and protean career attitudes on subjective career success

*Sınırsız kariyer ve değişken kariyer tutumlarının subjektif kariyer başarısına etkisinde iş yaşam dengesinin rolü*

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### ABSTRACT

In conjunction with the rise of new career approaches such as boundaryless career and protean career in today's working life, the subjective aspect of career success has begun to be emphasized in boundaryless career and protean career approaches, unlike the traditional career approach that emphasizes the objective aspect of career success. In this direction, the effect of boundaryless career and protean career attitudes on subjective career success was examined in this study. In addition, whether the work-life balance has a moderator role on this effect has been examined. Research data were collected from 400 white-collar employees who work in private sector enterprises in Istanbul and have at least five years of work experience. To test the hypotheses; hierarchical regression analysis was performed using the SPSS program. As a result of the study, the moderator role of work-life balance on the effect of boundaryless career attitude and protean career attitude on subjective career success has been determined.

**Keywords:** Boundaryless and protean career, subjective career success, work-life balance.

**Jel Classification:** O15, M10, M12.

### ÖZ

Günümüz çalışma yaşamında sınırsız kariyer ve değişken kariyer gibi yeni kariyer yaklaşımlarının yükselişe geçmesiyle birlikte kariyer başarısının objektif yönüne vurgu yapan geleneksel kariyer anlayışından farklı olarak sınırsız kariyer ve değişken kariyer yaklaşımlarında kariyer başarısının subjektif yönüne vurgu yapılmaya başlanmıştır. Bu doğrultuda bu çalışmada sınırsız kariyer ve değişken kariyer tutumlarının subjektif kariyer başarısı üzerindeki etkisi incelenmiştir. Ayrıca bu etki üzerinde iş yaşam dengesinin düzenleyici rolü incelenmiştir. Araştırma verileri İstanbul ilinde özel sektör işletmelerinde çalışan ve en az beş yıl iş tecrübesine sahip olan 400 beyaz yakalı çalışandan toplanmıştır. Araştırma modelinin test edilmesinde SPSS programı kullanılarak hiyerarşik regresyon analizi yapılmıştır. Araştırma sonuçları, çalışanların sınırsız kariyer ve değişken kariyer tutumlarının, subjektif kariyer başarısı üzerinde pozitif yönde etkili olduğunu ve bu ilişkide iş yaşam dengesinin düzenleyici bir rol oynadığını göstermektedir.

**Anahtar Kelimeler:** Sınırsız ve değişken kariyer, subjektif kariyer başarısı, iş yaşam dengesi.

**Jel Sınıflaması:** O15, M10, M12.

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## 1. Introduction

Along with the changes in the organizational and managerial field, the meaning of the concept of career has also changed. In the understanding of organizational career, the nature of career is based on hierarchical and strict structures, and career is expressed as the vertical progression of the individual in the organizational steps, which follows a linear path usually carried out in one or two organizations. The paths leading to the top are specific. Employees develop in their careers in line with the career opportunities offered to them by the organization with the help of their abilities, age or seniority (Adamson et al., 1998). With the advent of 1980s, working life and career phenomena began to change due to reasons such as globalization, increasing competition, fluctuations in the economy, rapid technological developments, changes in organizational structures and changes in labor structure. The organizational career approach, in which the commitment and loyalty of the individual is essential, rewarded as a result of his high performance and long-term employment opportunity is provided, has started to lose its importance. With the 1990s, it is observed that the organizational career understanding has become insufficient in today's dynamic business life and has begun to leave its place to the new career understanding where individuals are more mobile and independent and take their own career responsibilities.

Upon examining the literature, it is observed that various studies on new career approaches have been carried out which focused on flexible and individual career models called with new names such as "boundaryless, protean, portfolio, post-corporate, global, kaleidoscope" (Handy, 1994; Hall, 1996; Arthur & Rousseau, 1996; Arthur et al., 1999; Baruch & Peiperl, 2000; Briscoe et al., 2006; Forret et al., 2010; Gilbert, 2014; Mallon, 1999; Polat & Özdemir, 2021). Of these new career approaches, which emerged as a result of the change in the concept of career over the last thirty years, boundaryless career and protean career approaches attracted the attention of academics and practitioners and were accepted in the field of career theory (Briscoe & Hall, 2006; Briscoe et al., 2006; Lips-Wiersma & Hall, 2007; Segers et al., 2008; Clarke, 2009; Briscoe & Finkelstein, 2009; De Bruin & Buchner, 2010; Baruch, 2014; Gubler et al., 2014). Although these two approaches basically overlap with each other, the boundaryless career understanding emphasizes physical and psychological mobility, while the protean career understanding emphasizes that the individual takes responsibility for and directs his/her own career.

In line with these developments in business life and career, changes have begun to occur in the phenomenon of career success. While the objective aspect of career success is usually emphasized, the subjective aspect of career success has begun to gain importance. Today, it is known that as a result of the changes in working life and career understanding, individuals are faced with employer changes, occupational changes, horizontal transfers and even downward career changes rather than vertical movements such as climbing the organizational steps. For these reasons, it will no longer be enough to evaluate career success with only objective elements such as promotion, pay, and status. In addition, objective elements may not always make individuals feel successful. An individual who is perceived as successful based on objective elements may not be satisfied with his own career. Therefore, in addition to objective success criteria, the subjective perspective on career gained importance and the fact that the evaluation of career success was made by the individual from their own point of view gained importance (Heslin, 2003; Hall & Chandler, 2005; De Vos & Soens, 2008; Herrbach & Mignonac, 2012).

In addition to developments such as the importance of new career approaches and the increase in the emphasis on the subjective aspect of career success; many factors including the prolongation of the average life span of individuals, the prolongation of business lives by women, the increasing participation of women in business life, changing family structures, children's and

elderly care responsibilities of individuals, the desire of individuals to spare special time for themselves, the increase in personal development and learning needs, the fact that developing technology offers individuals the opportunity to work outside the physical boundaries of the workplace work and life raised the importance of the balance that must be achieved (Vatansever, 2008; Sharma & Nayak, 2016; Darcy et al., 2012).

In line with these developments mentioned above, this study aims to test the effect of boundaryless career attitudes and protean career attitudes of individuals on subjective career success and the role of work-life balance on this effect. A study to examine the relationships between the relevant variables together has not been found in the literature. It is thought that the study will contribute to the literature in terms of examining these relations.

## 2. Theoretical Framework and Hypotheses Development

### 2.1. Boundaryless Careers

Arthur and Rousseau (1996) stated that traditional concepts about career are not sufficient to understand the changes and developments in working life that new concepts are needed to understand these changes and developments, and they have introduced the concept of boundaryless career. When considered in a real sense, the concept of boundaryless career refers to a career that *"has no boundaries in terms of territory"* or *"there are no definite lines and barriers that show these boundaries"* (Inkson, 2006). An organizational career is defined as *"professional advancement within one or two firms"*, while a boundaryless career is defined as *"a series of job opportunities that go beyond borders, outside of a single place of employment"* (Sullivan, 1999). A career that has a meaning beyond the concept of organizational membership is about gaining different experiences in different organizations, in different jobs (Eby et al., 2003).

Arthur and Rousseau stated that boundaryless career has different meanings in itself and expressed the meanings of boundaryless career as follows (Arthur & Rousseau, 1996);

- 1) Sustainable careers within different employers (such as industry workers who frequently switch between organizations in Silicon Valley, film industry employees who frequently change firms (Inkson, 2006)),
- 2) A career that can be sustained with other jobs and employers other than the current employer (such as academics, carpenters),
- 3) A career in which the employee continues his work with the help of networks of external relationships and information (as in real estate agents),
- 4) Career sustained by removing organizational career boundaries such as hierarchy and progression (acceptance of horizontal transfers as well as vertical advancements),
- 5) A career that is sustained as a result of the rejection of existing career opportunities for personal or family reasons (An employee who used to want to advance within the organization now refuses to be promoted in order to devote more time to his/her personal life, and his children (Sullivan & Arthur, 2006))
- 6) Regardless of organizational and structural limitations, the career that occurs as a result of the individual's perception of a boundaryless future (a mid-level employee who is thought by others to be on the career plateau expects a boundaryless future due to the knowledge, skills and competencies s/he has, even though s/he has not yet crossed the physical limits (Sullivan & Arthur, 2006))

Individuals with boundaryless career attitudes exhibit a career structure in which they try to direct the variable structure of the business world by resorting to different levels of physical and psychological mobility (Briscoe et al., 2006; Sullivan & Arthur, 2006). In the literature, physical mobility is used in the same sense as organizational mobility preference and psychological mobility is used in the same sense as boundaryless mindset (Briscoe et al., 2006; Briscoe & Hall, 2006), physical mobility is the real transition between jobs, organizations, professions, countries in the context of career; psychological mobility, on the other hand, refers to the capacity of the individual to switch between the boundaries he has in his mind and that he believes he can realize in his career. In psychological mobility, the individual has the point of being boundaryless. With this perspective, the individual's interest in diversity and innovation related to his / her job can lead individuals to overcome existing organizational and similar boundaries and to establish positive and satisfying individual relationships in the career context (Segers et al., 2008).

## 2.2. Protean Careers

In order to understand the concept of "protean career" introduced by Hall (Hall, 2004), it is necessary to consider the word "protean". The dictionary meaning of the word is – takes many forms, is versatile, easily takes on different shapes, highly variable – (Inkson, 2006). When using this concept, Hall was inspired by the Greek Sea God Proteus, who had the ability to change shape as desired in Homer's Odessa epic, and set out with the idea that individuals would adapt to changing conditions by changing shape quickly (Hall, 1996; Inkson, 2006; Gubler et al., 2014; Baruch, 2014).

Hall has defined a protean career as *"a career that is driven by the person, which can be reshaped from time to time by the person as the person and the environment change"* (Hall, 1996). Baruch stated that while protean careers *"are defined as a new type of individuals rather than organizations, in which they take on the responsibilities of changing their career paths and developing their own careers, the individual changes himself according to need, and that the protean career is essentially an agreement that the individual makes with himself, rather than the agreement between the individual and the organization."* In this respect, protean careers emphasize that career development is managed by the person rather than the organization and depends on the individual's own efforts and initiatives (Baruch, 2004; Baruch, 2014). In the changing structure of the world of work, organizations are unable to promise their employees job security, but instead offer networks of relationships, knowledge and resources for development and place the responsibility for this development on the individual (Hall & Moss, 1998; Adamson et al., 1998). A protean career is a type of career that considers the individual's entire life at work and outside of work as a whole and where psychological success is prominent (Briscoe et al., 2006; Briscoe & Hall, 2006; Cao et al., 2013).

Although it has been a long time since Hall's definition of protean career, the essence of the concept of protean career has not changed, and an arrangement was made by Briscoe and Hall in 2006 to depict the concept in two dimensions. Briscoe and Hall have redefined the shifting career orientation with two dimensions, which they call *"values-driven career"* and *"self-directed career management"* (Briscoe et al., 2006; Gubler et al., 2014; Segers et al., 2008). Values-driven career is the intrinsic values that the individual has in order to direct his own career and to achieve success in his / her career, it is related to the ability of the individual to prioritize and maintain his own ideals and principles beyond external elements (such as money, status, promotion) (Briscoe & Hall, 2006; Segers et al., 2008). Self-directed career management is about the individual having control of their career development. An individual's attitude towards managing their own career is driven by the concepts of success and personal development rather than job security (Briscoe & Hall, 2006; Segers et al., 2008). In today's volatile and fluctuating global economy and the highly competitive labor market created by these conditions, it is observed that individuals are trying to control the

development of their careers more in line with the protean career approach in order to protect their assets and eliminate career uncertainty. (Direnzo et al., 2015).

### **2.3. Subjective Career Success**

Career success is generally considered in two dimensions; objective career success and subjective career success (Judge et al., 1999; Nabi, 1999; Sturges, 1999; Seibert & Kraimer, 2001; Heslin, 2003; Heslin, 2005; Hall & Chandler, 2005; Arthur et al., 2005; Kuijpers & Scheerens, 2006; Abele & Wiese, 2008; Ballout, 2009; Park, 2010; Dries, 2011; Herrbach & Mignonac, 2012; Grimland et al., 2012; Sammara et al., 2013; Biemann & Braakmann, 2013).

Career success is defined as "*the positive results that the individual achieves psychologically and work-related as a result of work experiences*" (Seibert & Kraimer, 2001). The definition emphasizes the professional and psychological consequences accumulated as a result of the professional experiences of the individual and is observed as a phenomenon related to the real or perceived achievements that have arisen as a result of the professional experiences of individuals (Judge et al., 1999; Poon, 2004; Arthur et al., 2005; Abele & Wiese, 2008; Poon et al., 2015). The "*positive results obtained by the individual psychologically*" in the definition indicate subjective success, while "*the positive results obtained by the individual in relation to work*" indicate objective success. The concepts of objective and subjective career success are based on the objective and subjective career concepts first mentioned by Hughes (1958). Hughes (1958) stated that subjective career is shaped by the perspective of the person and objective career is shaped by the perspective of society (Hughes, 1958, as cited in Hall & Chandler, 2005). An objective career is defined as "*a career that can be observed, measured or verified by impartial third parties*" and is generally evaluated by concrete criteria such as income-wage, promotion, status, which are generally accepted by society as indicators of career success (Poon, 2004; Heslin, 2005). Subjective career success is the individual's reactions to his or her own career (Heslin, 2003) and refers to the sense of accomplishment that the person perceives about his or her own career (Judge et al., 1999; Poon et al., 2015).

In line with the new developments in working life and career, today's employees have more heterogeneous career paths in order to make sense of work psychologically and to ensure balance between work and non-work. Therefore, the evaluation of career success within the framework of organizational career understanding with successes at hierarchical levels is moved away (Enache et al., 2011). Both the responsibility for career development and the evaluation of career success are carried out by the individual and from his/her own point of view (Enache et al., 2011; Herrbach & Mignonac, 2012). In short, in today's new career approaches such as boundaryless careers and protean career approaches, individuals make more changes in their careers, decide more freely on issues related to their careers, and become individuals with a high level of adaptation and ability to do business (Hall & Chandler, 2005). Therefore, when evaluating the careers of individuals, it comes to the fore to evaluate their own career achievements in line with their personal opinions. (De Vos & Soens, 2008). Individuals will be able to define and evaluate their own careers in line with their own career standards, values, needs and desires (Herrbach & Mignonac, 2012).

### **2.4. Boundaryless Career Attitude, Protean Career Attitude and Subjective Career Success**

When the studies that deal with the relationship between boundaryless career and protean career and subjective career success in the literature are examined, it is observed that the research findings generally reveal positive and significant relationships. In their work in which they consider the new career in the context of boundaryless career, Mirvis and Hall (1994) have brought to the forefront the idea of subjective success in people's working lives in their new career approaches by

discussing how the career lives of employees can change in line with boundaryless careers. They also stated that people's boundaryless career attitudes could have a positive or negative effect on their subjective experience of success (Mirvis & Hall, 1994). In their studies on the precursors of career success in the context of boundaryless careers, Eby, Butts and Lockwood (2003) examined the relationships between perceived career success and career competencies (knowing why, knowing whom, knowing how) that are accepted as the precursors of success in boundaryless careers. They found that these competencies were important in predicting perceived career success (Eby et al., 2003). Valcour and Ladge (2008), who focused on the careers of female employees, stated that women would be less or more likely to progress on a traditional career path compared to men, stated that protean career understanding may be more suitable for women's careers and investigated the effect of protean career approach on women's career success. As a result of their studies, they found that there was a positive relationship between protean careers and subjective career success (Valcour & Ladge, 2008). De Vos and Soens (2008) stated that protean career attitude is the precursor of career success in their studies in which they examined the mediating role of career self-management behaviors in the relationship between protean career attitude and career success. They also emphasized that in protean careers, people direct their own careers in line with their own internal values and that career success is evaluated by subjective success criteria (De Vos & Soens, 2008). Enache et al. (2011) investigated the relationships between protean careers and boundaryless careers and subjective career success, and the influence of gender on these relationships. According to the findings obtained, it was determined that the subjective career success of female employees was negatively related to positive value orientation with self-direction from the lower dimensions of protean career. The conclusions about the negative effects of value-oriented value bias on subjective career success related to the research findings are interesting because these results are not supported by the existing literature that emphasizes individuals' commitment to their intrinsic values. The relationships between organizational mobility preferences and boundaryless mindsets and subjective career success, which are among the sub-dimensions of boundaryless careers related to female employees, are not statistically significant. When the research findings on men are examined, it is observed that organizational mobility is related to subjective career success. However, statistically significant relationships between boundaryless mindset, values-driven and self-directed career management variables and subjective career success could not be determined (Enache et al., 2011). Uzunbacak, Zengin, and Çelik (2019) investigated the effect of academics' boundaryless career attitudes on career success and the mediating role of career engagement in this effect, and as a result of their studies, they revealed that boundaryless careers have a significant and positive effect on subjective career success (Uzunbacak et al., 2019).

In this context, the hypotheses established within the scope of the research are as follows;

Hypothesis 1: Boundaryless career attitude has an impact on subjective career success.

Hypothesis 2: Protean career attitude has an impact on subjective career success.

## **2.5. Work-Life Balance**

The widespread use of e-mail, computers, phones and tablets, which have become an indispensable part of daily life with the developing technology, has provided individuals with the opportunity to work outside the physical boundaries of the workplace. This has caused individuals to be busy with work even when they are at home, and to face the neglect of family life and private life (Sharma & Nayak, 2016). Business and private life areas have started to intersect and enter each other's spaces.

Today, changes such as the fact that it is now standard for both spouses to have a career with women taking more place in business life, nuclear families replacing the large families of the recent past, even with only one of the parents or individuals living alone, the shift in the content of jobs to information-intensive jobs, long working hours, consumer-oriented understanding of providing service twenty-four hours a day, seven days a week, make it difficult for working individuals to balance between work and private life areas (Vatansever, 2008; Darcy et al., 2012). This brings up the fact that the work and private lives of working individuals are far from balance, in other words, there is a work-life conflict (Küçükusta, 2007).

Work-life balance is "*the ability of individuals to freely balance between activities in social life such as work, family, travel, hobbies, sports, art*" (Saif et al., 2011, as cited in Pekdemir & Koçoğlu-Sazkaya, 2014). When it comes to work-life balance, work can be considered as a field in itself, and life can be considered as family life and personal life. It refers to the time spent at work, long working hours, bringing work home, excessive workload, conflicts in the workplace, career changes, pressure related to business life. Private life pressure elements are handled in two dimensions as family and personal life. Pressures related to the family can be considered as the presence of young children especially in preschool period, elderly care responsibilities, playing in two spouses, conflicts in the family, lack of support, while the pressure elements of personal life can be considered as insomnia, hobbies, social relations, personal care and sports (Vatansever, 2008).

Today, employees who adopt new career approaches are moving away from traditional career paths that are stable and upwards, adopting non-traditional flexible working arrangements by advancing on more dynamic, variable and boundaryless career paths in line with their own goals and values (Erdoğan & Çiğdem, 2019). Flexible working schedules offered to employees such as flexible working hours, remote work, and job sharing will contribute to the establishment and maintenance of work-life balance for employees (Beauregard et al., 2009; Peters et al., 2009; Delecta, 2011). It can be said that providing employees with the flexibility to set their own working hours helps them to devote the necessary time to their personal living spaces and family responsibilities and to concentrate more on their duties and responsibilities in the workplace (Doğan et al., 2015). If working individuals manage to allocate the necessary time to their work life, family life and personal lives and if they manage not to reflect the problems experienced in one of these areas to the other, this means that work-life balance can be achieved (Delecta, 2011).

## **2.6. The Moderator Role of Work-Life Balance in the Relationship Between Boundaryless Careers and Protean Careers with Subjective Career Success**

Individuals involved in today's working life are members of post-traditional families. Therefore, it is an important fact that these employees, who have many roles at the same time, can provide their work-life balance (Martins et al., 2002). If working individuals spend more time or energy on any of the roles related to work, family life or personal life, the other role may be adversely affected (Parasuraman et al., 1996). If the roles of individuals in business life prevent their role in family life, the career satisfaction of individuals may decrease if they give up some roles related to their careers in order to fulfill family requirements. In this respect, it is stated that the conflict of work life has become important today and this situation can have an effect on the career success of individuals (Martins et al., 2002). From this point of view, Martins, Eddleston and Veiga (2002) examined the relationship between work-family conflict and career satisfaction in their studies and discussed the moderator roles of individual differences and support sources variables in this relationship (Martins et al., 2002). As a result of the study, it was found that as individuals' levels of work-family conflict increased, their career satisfaction decreased. Parasuraman et al. (1996) examined the effect of work and family-related variables on entrepreneurs' career success

and psychological well-being. Research findings show that family-work conflict reduces the career success of entrepreneurs within the scope of the study (Parasuraman et al., 1996). Drenzo, Greenhaus and Weer (2015) also examined the relationship between protean career attitudes and work-life balance based on the assumption that individuals with protean career attitudes from new career approaches would have a more balanced life (Drenzo et al., 2015). They examined the mediating role of career planning, social capital, psychological capital and employability variables in the relationship between protean career attitude and work-life balance. As a result of their studies, they found that there was a positive relationship between protean career attitude and work-life balance. They stated that individuals with protean career attitudes would consider life as a whole, consider their careers in the context of a broader set of life roles, and would want to achieve their goals in all areas of their lives. Therefore, it can be stated that individuals who show protean career attitudes will have more balance in their lives (Drenzo et al., 2015). Najam, Burki, and Khalid (2020) have explored the moderator effect of work-life balance on the relationship between career engagement and career success in their work. According to the findings, work-life balance has a moderator effect on the relationship between career engagement and subjective career success. In situations where work-life balance is low, the impact of career engagement on career success decreases. However, as work-life balance increases, the effect of career engagement on career success increases to a point, and in cases where work-life balance is very high, the effect of career engagement on career success begins to decrease rather than increase more (Najam et al., 2020).

Starting from the point of view that work-life balance can be effective in the relationship between boundaryless career and protean career and subjective career success, it will be examined whether the effect of boundaryless and protean career attitudes of employees on subjective career success varies depending on their work life balance levels. The research hypotheses established in this direction are as follows.

Hypothesis 3: Work-life balance has a moderator role in the effect of boundaryless career attitude on subjective career success.

Hypothesis 4: Work-life balance has a moderator role in the effect of protean career attitude on subjective career success.

### **3. Methodology**

#### **3.1. Population and Sample of the Research**

The research was designed quantitatively and survey method was used to collect the data. The research universe consists of white-collar employees with at least five years of work experience working in private sector enterprises operating in Istanbul. A pilot study was first carried out with a sample of 40 people from the research universe to determine whether the statements in the survey form could be clearly understood. The results were evaluated and the survey form was finalized and the application stage was started. The research data were collected by face-to-face interview technique by receiving professional services from Binom Araştırma ve Danışmanlık Hizmetleri Ltd. Company. Participation has been voluntary and convenience sampling method has been used in the implementation of the surveys. The data collection process was regularly checked and followed by the researcher. The collection of research data was completed between 1 November 2019 and 29 November 2019 and 400 valid surveys were included in the analysis. Demographic profiles are shown in Table 1.

**Table 1: Demographic Variables**

	N	Frekans	%
<b>Gender</b>	400		
Female		162	40,5
Male		238	59,5
<b>Education</b>	400		
High School		56	14,0
Associate Degree		61	15,3
Undergraduate		221	55,3
Graduate		62	15,5
<b>Marial Status</b>	400		
Married		296	74,0
Single		104	26,0
<b>Age</b>	400		
30 ve altı		75	18,8
31-40		181	45,3
41-50		99	24,8
51 ve üstü		45	11,3

### 3.2. Scales

In the survey form created within the scope of the research, boundaryless career attitude, protean career attitude, career satisfaction and work-life balance scales are included. Each statement on the scales was evaluated on a scale of "1: I strongly disagree" and "5: I strongly agree" according to the 5-point Likert scale.

**Table 2: Scales used in the research**

Scale name	Dimensions and number of statements	Source
<b>Boundaryless career attitude</b>	Boundaryless mindset (8) Organizational mobility preference (5)	Briscoe, Hall & DeMuth (2006)
<b>Protean career attitude</b>	Self-directed career management (8) Values-driven (6)	Briscoe, Hall & DeMuth (2006)
<b>Career satisfaction</b>	Career satisfaction (5)	Greenhaus, Parasuraman & Wormley (1990)
<b>Work-life balance</b>	Work interference with personal life (7) Personal life interference with work (4) work/personal life enhancement (4)	Developed by Fisher-McAuley et al. (2003) Adapted by Hayman (2005)

### 3.3. Data Analysis

SPSS 21 package program was used to analyze the data. Factor analysis was used to determine the validity of the scales used in the study and reliability analyzes were used to determine their internal consistency. Simple linear regression analysis was used to determine the effect of boundaryless and protean career attitudes on subjective career success, and hierarchical regression analysis was used to test the moderator role of work-life balance in the effect of boundaryless and protean career attitudes on subjective career success.

#### 3.3.1. Factor Analysis

The factor analysis process of the study, KMO and Bartlett's Test values were examined, and it was taken into consideration that KMO value was 0.50 and above and Bartlett's Test was statistically significant (Kalaycı, 2009). Subsequently, the varimax method was applied to detect factor loads. The criterion that the factor loads values should be 0.30 and above was taken as the basis (Büyüköztürk, 2016). At this stage, variables that do not provide the desired value of the factor load, that are under more than one factor with similar factor load, and that disrupt the factor structure have been removed from the scale in line with the literature. Finally, the variance explained by factors with an eigenvalue above 1 was checked. Although the declared variance is required to be 60% or more (Kurtuluş, 2010), the announced variance rates above 40% in social sciences are considered sufficient (Tavşancıl, 2014). It is observed that the described variances of the scales used in the research meet this criterion as seen in the tables below. In line with the results of factor analysis, it can be stated that the scales used in the study are valid.

**Table 3: Results of Factor Analysis on Boundaryless Career Attitude Scale**

	<b>Boundaryless Mindset</b>	<b>Organizational Mobility Preference</b>
BC1	0.821	
BC2	0.808	
BC4	0.802	
BC7	0.597	
BC8	0.522	
BC9		0.769
BC10		0.765
BC11		0.747
BC12		0.735
BC13		0.702
<b>Cronbach <math>\alpha</math> = 0.782</b>	0.763	0.804
<b>KMO: 0.824</b>		
<b>Bartlett Test Chi Square: 1213.625</b>		
<b>Degree of freedom: 45</b>		
<b>p=0.000&lt;0.05</b>		
<b>Total Variance Explained: 55.326%</b>		

When the factor loadings were examined in the factor analysis of the boundaryless career attitude scale, the statements 5 and 6, which were included in the original scale, were removed from the scale because they were included under more than one factor with similar factor loadings, and the statement 3 was removed from the scale because it disrupted the factor structure. Factor

analysis was performed with the remaining 10 statements and it was determined that the boundaryless career attitude scale was divided into two sub-dimensions with an equity above 1 as in the original scale and explained 55.326% of the variance.

**Table 4: Results of Factor Analysis on Protean Career Attitude Scale**

	<b>Self-directed Management</b>	<b>CareerValues-Driven</b>
PC1	0.780	
PC2	0.758	
PC4	0.747	
PC5	0.745	
PC6	0.627	
PC7	0.597	
PC8	0.585	
PC9		0.767
PC10		0.634
PC11		0.627
PC12		0.619
PC13		0.595
PC14		0.526
<b>Cronbach <math>\alpha=0,901</math></b>	0.878	0.784
<b>KMO: 0.935</b>		
<b>Bartlett Test Chi Square: 2124.161</b>		
<b>Degree of freedom: 78</b>		
<b>p=0.000&lt;0.05</b>		
<b>Total Variance Explained: 54.236%</b>		

When the factor loads were examined in the factor analysis performed on the protean career attitude scale, the 3rd statement was removed from the scale because it was under more than one factor with a similar factor load. Factor analysis was performed with the remaining 13 statements and it is observed that there are two factors with an eigenvalue above 1 as in the original scale, and the variance rate explained by these two factors is 54.236%.

**Table 5: Results of Factor Analysis on Career Satisfaction Scale**

	<b>Factor</b>
CS1	0.908
CS2	0.884
CS3	0.871
CS4	0.835
CS5	0.827
<b>Cronbach <math>\alpha</math></b>	0.915
<b>KMO: 0.897</b>	
<b>Bartlett Test Chi Square: 1360.723</b>	
<b>Degree of freedom: 10</b>	
<b>p=0.000&lt;0.05</b>	
<b>Total Variance Explained: 74.911%</b>	

When the factor loads are examined in the factor analysis performed on the career satisfaction scale, it is observed that the statements are collected under a single factor with an eigenvalue above 1 as in the original scale and the variance rate described is 74.911%.

**Table 6: Results of Factor Analysis on Work-Life Balance Scale**

	<b>The Impact of Personal Work</b>	<b>Life</b>	<b>of The Effect of Work on Personal Life</b>	<b>Business Life Development</b>
WL1	0.817			
WL2	0.804			
WL3	0.794			
WL4	0.675			
WL5	0.666			
WL6	0.638			
WL8			0.827	
WL9			0.810	
WL10			0.801	
WL11			0.779	
WL12				0.818
WL13				0.812
WL14				0.804
WL15				0.710
<b>Cronbach</b>	<b>α0.878</b>		<b>0.890</b>	<b>0.807</b>
<b>0,865</b>				
<b>KMO: 0.896</b>				
<b>Bartlett Test Chi Square: 2948.197</b>				
<b>Degree of freedom: 91</b>				
<b>p=0.000&lt;0.05</b>				
<b>Total Variance Explained: 68.113%</b>				

In the factor analysis of the work-life balance scale, the 7th statement was removed from the scale because it disrupted the factor structure. Factor analysis was performed again with the remaining 14 statements, and it is observed that there are three factors with an eigenvalue above 1 as in the original scale, and the variance rate explained by these three factors is 68.113%.

### 3.3.2. Regression Analysis Results

In order to test the effect of boundaryless career attitudes and protean career attitudes on subjective career success, simple linear regression analyses and hierarchical regression analyses were performed to test the moderator role of work-life balance in the effect of boundaryless career attitudes and protean career attitudes on subjective career success. Within the scope of hierarchical regression analysis, it was determined that the assumptions of linearity, normality, covariance, no autocorrelation between error terms and absence of multiple connection problems were provided. The results of the analysis are presented in tables 7 and table 8.

Table 7 contains the results of the analysis of hypothesis 1 and hypothesis 3.

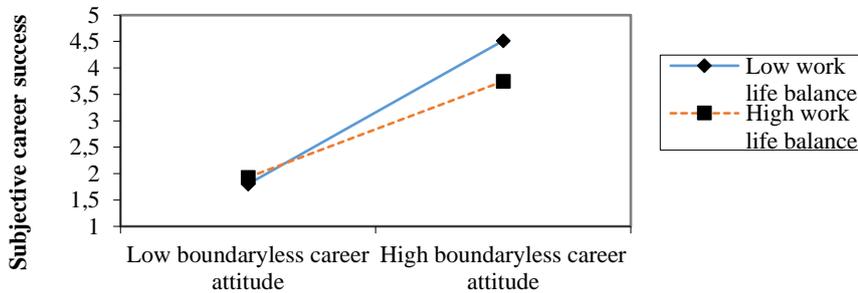
**Table 7: Results of Regression Analysis Showing the Effect of Boundaryless Career Attitude on Subjective Career Success and the Moderator Role of Work-Life Balance in This Effect**

Subjective Career Success	R <sup>2</sup>	Reg. R <sup>2</sup>	F	B	Beta	t	P	VIF
<b>Step 1</b>	0.275	0.273	150.599					
Constant				0.973		4.522	0.000	
Boundaryless C.				0.747	0.524	12.272	0.000	1.000
<b>Step 2</b>	0.282	0.279	78.117					
Constant				1.135		4.981	0.000	
Boundaryless C.				0.701	0.491	10.840	0.000	1.136
Work-Life B.				0.080	0.095	2.089	0.037	1.136
<b>Step 3</b>	0.293	0.287	54.652					
Constant				1.034		4.485	0.000	
Boundaryless C.				0.735	0.516	11.169	0.000	1.193
Work-Life B.				0.088	0.104	2.300	0.022	1.144
BC × WLB				-0.056	-0.106	-2.413	0.016	1.081
<b>Durbin-Watson</b>	1.962							

According to the results of the regression analysis in the first step as seen in Table 6, the effect of the boundaryless career attitude independent variable on the subjective career success dependent variable is positive and significant ( $F=150.599$ ,  $p=0.000<0.05$ ). The value of  $R^2$  is 0.273. This result shows that the 27.3% increase in subjective career success is explained by boundaryless career attitude. According to the results of the analysis, the hypothesis (H1) "*boundaryless career attitude has an effect on subjective career success*" was accepted. In order to test the moderator role of work-life balance in the effect of boundaryless career attitude on subjective career success, the interacting term created by multiplying the independent variable boundaryless career attitude and the moderator variable work-life balance in the second step and the work-life balance in the second step were included in the analysis. In the second step, it is observed that the additional variance of 0.6% in subjective career success is explained by including the work-life balance variable in the model and this change is found to be significant ( $\Delta R^2=0.006$ ,  $F=78.117$ ,  $p=0.037<0.05$ ). In the third step, by including the interaction of boundaryless career attitude and work-life balance in the model, it was understood that the additional variance of 0.8% in subjective career success was explained and this change was significant ( $\Delta R^2=0.008$ ,  $F=54.652$ ,  $p=0.016<0.005$ ). In the third step, when all variables were included in the analysis, protean career attitude ( $B=0.735$ ,  $p=0.000<0.05$ ) and work life balance ( $B=0.088$ ,  $p=0.022<0.05$ ) had a positive and significant effect on subjective career success. However, the interaction term formed by multiplying the variables of boundaryless career attitude and work-life balance had a significant and negative effect on subjective career success ( $B=-0.056$ ,  $p=0.016<0.05$ ). According to this finding, as employees' work-life balance levels increase, the effect of boundaryless career attitude on subjective career success begins to decrease rather than increase. In other words, as the work-life balance increases, the strength of this relationship decreases. According to the results of hierarchical regression analysis, the fact that the multiplicative result of boundaryless career attitude and work-life balance is significant shows that these two variables have an interaction effect on subjective career success. In the relationship between boundaryless career attitude and subjective career success, work-life balance has a moderator role. The hypothesis "*work-life balance has a moderator role in the effect of boundaryless career attitude on subjective career success*" (H3) was accepted.

The graph showing the change in the effect of boundaryless career attitudes of individuals on subjective career success in cases where work-life balance is low and high is shown below.

**Figure 1: The relationship between boundaryless career attitude and subjective career success according to work-life balance level**



The relationship between boundaryless career attitudes and subjective career success of individuals with low work-life balance is significant and positive. As the work-life balance increases, the strength of this relationship decreases.

**Table 8: Results of Regression Analysis Showing the Effect of Protean Career Attitude on Subjective Career Success and the Moderator Role of Work-Life Balance in this Effect**

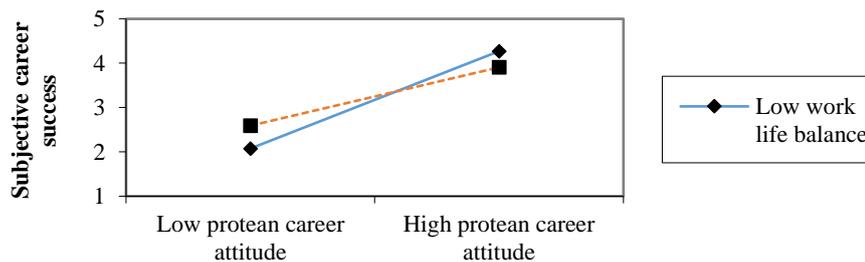
Subjective Career Success	R <sup>2</sup>	Reg.R <sup>2</sup>	F	B	Beta	t	P	VIF
<b>Step 1</b>	0.223	0.221	113.897					
Constant				1.256		5.697	0.000	
Protean C.				0.625	0.472	10.672	0.000	1.000
<b>Step 2</b>	0.265	0.262	71.711					
Constant				1.385		6.403	0.000	
Protean C.				0.590	0.446	10.276	0.000	1.016
Work-Life B.				0.177	0.209	4.814	0.000	1.016
<b>3. Basamak</b>	0.275	0.269	50.037					
Constant				1.342		6.212	0.000	
Protean C.				0.604	0.456	10.509	0.000	1.027
Work-Life B.				0.184	0.218	5.025	0.000	1.024
PC × WLB				-0.055	-0.098	-2.276	0.023	1.022
<b>Durbin-Watson</b>	1.949							

According to the results of the regression analysis in the first step as seen in Table 7, the effect of the protean career attitude independent variable on the subjective career success dependent variable is positive and significant ( $F=113.897$ ,  $p=0.000<0.05$ ). The value of  $R^2$  is 0.221. This result shows that the variance of 22.1% in subjective career success is explained by protean career attitudes. According to the results of the analysis, the hypothesis (H2) "*protean career attitude has an effect on subjective career success*" was accepted. In order to test the moderator role of work-life balance in the effect of protean career attitude on subjective career success, the interactional term created by multiplying the protean career attitude and work-life balance variables in the second step and the work-life balance moderator variable was included in the analysis in the second step. In the second step, it was observed that the additional variance of 4.1% in subjective career success was explained by the introduction of work-life balance into the model

and it was found that this change was significant ( $\Delta R^2=0.041$ ,  $F=71.711$ ,  $p=0.000<0.05$ ). In the third step, by including the interaction of protean career attitude and work-life balance in the analysis, it was understood that the additional variance of 0.7% in subjective career success was explained and this change was significant ( $\Delta R^2=0.007$ ,  $F=50.037$ ,  $p=0.023<0.005$ ). In the third step, when all variables are included in the analysis, it is observed that protean career attitude ( $B=0.604$ ,  $p=0.000$ ,  $0.05$ ) and work-life balance ( $B=0.184$ ,  $p=0.000<0.05$ ) have a positive and significant effect on subjective career success. However, it was determined that the interactional term formed as a result of multiplying the variables of protean career attitude and work-life balance had a significant and negative effect on subjective career success ( $B=-0.055$ ,  $p=0.023<0.05$ ). According to this finding, as employees' work-life balance levels increase, the effect of protean career attitudes on subjective career success begins to decrease rather than increase. In other words, as the work-life balance increases, the strength of this relationship decreases. The fact that the multiplicative result of protean career attitude and work-life balance is significant shows that these two variables have an interaction effect on subjective career success. According to the results of the analysis, the hypothesis "*work-life balance has a moderator role in the effect of protean career attitude on subjective career success*" (H4) was accepted.

The graph showing the change in the effect of protean career attitudes of individuals on subjective career success in cases where work-life balance is low and high is shown below.

**Figure 2: The relationship between protean career attitude and subjective career success according to work-life balance level**



The relationship between protean career attitudes and subjective career success of individuals with low work-life balance is significant and positive. As the work-life balance increases, the strength of this relationship decreases.

#### 4. Conclusion

As a result of the research involving white-collar employees working in the private sector in Istanbul and having at least five years of work experience, it was found that the boundaryless career and protean career attitudes of the employees had a significant and positive effect on subjective career success (H1 and H2 Acceptance). In this direction, it is possible to say that employees who exhibit boundaryless career attitudes and protean career attitudes will have more perceptions of subjective career success. In boundaryless career and protean career approaches, subjective career success is at the forefront, where it is essential for individuals to evaluate their own careers in line with their own standards, desires and needs. With the acceptance of the H1 and H2 hypotheses, it is observed that the assumption that boundaryless career attitudes and protean career attitudes in the literature will positively affect subjective career success is supported empirically in our study (Mirvis & Hall, 1994; Valcour & Ladge, 2008; De Vos & Soens, 2008; Uzunbacak et al., 2019).

Within the scope of the study, the moderator role of work-life balance in the effect of boundaryless career and protean career attitudes on subjective career success was examined. As a result of hypothesis tests, it was found that work-life balance played a moderator role in the effect of boundaryless career attitude on subjective career success (H3 acceptance). It is observed that boundaryless career attitude and work-life balance affect subjective career success in a significant and positive way, and the interactional term that occurs as a result of multiplying boundaryless career attitude and work-life balance variables has a significant but negative effect on subjective career success. Here, the term interactional creates an opposite-oriented effect. According to this result, it was observed that high work-life balance level played a role in reducing the effect of boundaryless career attitude on subjective career success. While boundaryless career attitude has a greater impact on the subjective career success of individuals with low work-life balance, this effect decreases in individuals with high work-life balance. As the work-life balance increases, the strength of this relationship decreases.

As a result of the hypothesis tests carried out within the scope of the study, it was found that work-life balance played a moderator role in the effect of protean career attitude on subjective career success (H4 acceptance). It is observed that protean career attitude and work-life balance affect subjective career success in a significant and positive way, and the interactional term that occurs as a result of multiplying protean career attitude and work-life balance variables has a significant but negative effect on subjective career success. Here, too, the term interactional produces an opposite-oriented effect. According to this result, it is observed that high work-life balance has a role in reducing the effect of protean career attitude on subjective career success. While protean career attitude has a greater impact on the subjective career success of individuals with low work-life balance, this effect decreases in individuals with high work-life balance. As the work-life balance increases, the strength of this relationship decreases.

To summarize briefly, the results obtained from our study show that work-life balance has a moderator role in the effect of boundaryless career attitude on subjective career success and protean career attitude on subjective career success. When working individuals are able to strike a balance in relation to demands of the they are doing, the demands on their family lives and the demands on their personal lives, this balance has a role in the effect of employees' physical and psychological career mobility preferences and responsibilities to manage their own careers on the subjective career success of individuals. When boundaryless careers and protean careers and work-life balance from new career approaches are considered as independent variables, subjective career success positively affects career success. However, the interactional effects of boundaryless career and work-life balance and protean career and work-life balance variables change the direction of the relationship. Since there is no similar study on the variables discussed in our study and their relationships in the literature, no comparison can be made on our side. However, in line with the assumption that individuals have difficulty in achieving work-life balance in today's working conditions and that new career attitudes help individuals to establish work-life balance, it can be said that new career approaches will have a greater impact on subjective career success by helping employees with low work-life balance to establish this balance.

It can be said that the findings obtained as a result of the research are guiding for future studies on the subject. This study was conducted on white-collar employees in the private sector. Repeating the research in different samples with different groups of employees from different sectors is important in terms of supporting the research findings. Although the view that boundaryless and protean career approaches will help employees to establish their work-life balance is included in the literature, there are also opinions that individuals who hope to have a

more traditional career may be reluctant to adopt boundaryless careers and protean career attitudes and behaviors. In the literature, the lack of studies on the relationships between boundaryless and protean career approaches and work-life balance draws attention and different studies on these relationships will contribute to the field.

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