

## The Passion of Work and Proactive Work Behavior: Validation of 'New' Protean Career Attitude Through Nomological Network

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### Abstract

Protean careers are understood and measured using different concepts. Apart from being confusing, it also causes divergences that result in limited operationalization of the protean career. This study aims to develop a more comprehensive tool for measuring protean careers by examining the nomological network of 'new' protean career attitudes. Researchers added a measure of the affective component of love for work, in addition to dimensions driven by self-values and self-directed behavior. The results of the construct validity test through a nomological network involving 160 respondents showed two critical points. First, on the relationship between the dimensions, the dimensions of love for work and self-direction behavior are related to the harmonious passion variable and the proactive work behavior of career initiatives and personal initiatives. Second, the relationship within the dimension shows that the dimensions of love for work, driven by self-values, and self-directed behavior are interrelated. Additional validity tests, such as convergent, discriminant, and predictive validity tests, indicate that the question items are valid. Future research needs to pay more attention to the affective dimensions of love for work and harmonious passion.

## Passion of Work dan Perilaku Kerja Proaktif: Validasi Sikap Karier Protean 'Baru' Melalui Jaringan Nomologis

### Abstrak

Karier Protean dipahami dan diukur menggunakan konsep yang berbeda. Selain membingungkan, juga menimbulkan divergensi yang mengakibatkan bias operasionalisasi karir protean. Studi ini bertujuan untuk mengembangkan alat yang lebih komprehensif untuk mengukur karir protean dengan memeriksa jaringan nomologis sikap karir protean 'baru'. Peneliti menambahkan ukuran komponen afektif cinta untuk bekerja, selain dimensi yang didorong oleh nilai diri dan perilaku mengarahkan diri. Hasil uji validitas konstruk melalui jaringan nomologis yang melibatkan 160 responden menunjukkan dua poin kritis. Pertama, pada hubungan antar dimensi, dimensi love for work dan self-direction behavior berhubungan dengan variable passion harmoni dan perilaku kerja proaktif inisiatif karir dan inisiatif pribadi. Kedua, hubungan di dalam dimensi tersebut menunjukkan bahwa dimensi cinta terhadap pekerjaan, didorong oleh nilai diri, dan perilaku mengarahkan diri saling berkaitan. Uji validitas tambahan, seperti uji validitas konvergen, diskriminan, dan prediktif menunjukkan bahwa butir pertanyaan tersebut valid. Penelitian selanjutnya perlu lebih memperhatikan dimensi afektif love for work dan passion yang harmonis.

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## INTRODUCTION

Some modern career literature increasingly shows career discontinuity and non-linearity (Sargent & Domberger, 2007) and the emergence of a stronger tendency for individuals to manage their careers (Arnold & Cohen, 2008). Hall's ideas of the protean careers as a career ordered independently by individuals have received attention from researchers (Sargent & Domberger, 2007). Thus, protean individuals have a greater responsibility to determine their career choices. Researchers have accepted the theoretical concept of protean to describe a career that is flexible, self-directed, and based on individual intrinsic values (Hall & Chandler, 2005). Hall first described the protean career in 1976 using the mythological metaphor of Proteus, the Greek God who could change his shape at will. Shepard (Hall, 1996) reveals that a career is a process of seeking personal meaning along an individual's path with heart. Individuals with protean talent can set specific career goals that align with their goals and the individual's intrinsic values. For example, an engineer becomes a manager, a doctor becomes an administrator (managerial), and a lawyer becomes a lecturer, community activist, or politician. In addition, one can change jobs in various industries (e.g., from telecommunications to the entertainment industry, or from banking to education).

Empirical research of career protean begins with developing the scale of protean career attitude by Briscoe et al. (2006) using a sample of MBA students in the USA Midwest. Furthermore, some empirical research career protean is carried out in western countries, especially in developed countries, such as Germany, French, United States (Crowley-Henry, 2007), United States, Belgium and Netherlands (Verbruggen et al., 2007) and Switzerland and Great Britain (Gubler et al., 2014). Currently, Protean Career research has developed in South Korea (Park, 2009) Arabia (Forstenlechner & Baruch, 2013), China (Zhang et al., 2015), Singapore (Chan et al., 2015), Taiwan (Lin, 2015), Indonesia (Supeli & Creed, 2016), dan Malaysia (Wong et al., 2017).

Agarwala (2008) defines that attitude has cognitive components (a set of confidence in careers), affection components (what will be a good or bad career for ourselves), and behavioral components (tendency to behave in a certain way). Attempts to clarify the protean career conceptually (Briscoe & Hall, 2006; Briscoe et al., 2006; Sargent & Domberger, 2007) and operationally (Baruch et al., 2005) make significant contributions to our understanding of the measurement of protean careers. The direction of self-values as a dimension driven by self-value is a cognitive component of this study, highlighting three essential parts of building a 'new' protean career. Following that, an affective component is a sense of passion for work, followed by self-directed action. This research contributes to a conceptual definition and a valid measurement scale for the protean career by developing the 'new' protean career construct. However, throughout the last century, the idea of validity has evolved significantly, from a test-based approach to construct validity (Colliver et al., 2012) as a unifying validity of both criterion and content validity

Cronbach & Meehl (1955) propose that construct validity is a revolutionary idea that underlies unification thinking. Scientific theory testing is an integral part of test validity. The theory testing, or 'validation as hypothesis testing' proposed by the researcher, determines the validity of a test. According to construct validity theory, the position of a construct in a network of other constructs theoretically determines the construct's idea (Colliver et al., 2012). The scientific laws that link the constructions and form the network dictate the relationship between them. Cronbach & Meehl (1955) label this a 'nomological network' (Colliver et al., 2012), fundamentally a network of laws connecting scientific theory constructions. The problem of whether the Test measures what it claims to measure shifts to how the nomological network determines the relationship between constructs (Colliver et al., 2012)

Based on the thoughts of Colliver et al. (2012), measurement defining as a causal re-

relationship between variations in the attributes and variations in measurement findings or test scores. Determining what can be measured and what constitutes measurement becomes essential. Because construction is an abstract theoretical term with meaning and only exists as an idea bound together with other ideas in a nomological network, the centrality of correlation in construct validity becomes necessary. In contrast, attributes are assumed to exist (independent of theory) and measured by an instrument causally determined by attributes.

Given that the goal of this study is to create a 'new' protean career attitude construction, researchers examined the validity of the nomological network construct to create a more accurate measurement. The nets on the 'new' protean career attitude are helpful to build construct, convergent and discriminant validity. This network tests the relationship between the antecedent and the consequences of a 'new' protean career attitude. Observation of the relationship of constructs can produce new constructs (Cronbach & Meehl, 1955). Second, nomological nets make existing observations and measurements of construction more efficient by showing errors. For instance, whether the attitude of the new protean career mediates passion at work relation and proactive work behavior. Whether the 'new' protean career attitude affects the nomological net rather than passion for work and proactive work behavior is different. Although protean career attitudes are associated with various career outcomes (Gubler et al., 2014), the function of protean careers as mediating in the nomological web between passion at the workplace and proactive work behavior has not received more attention from researchers. Gulyani & Bhatnagar (2017) have examined passion at work as a variable that moderates the relationship between protean career attitudes and proactive work behavior. This research seeks to make a unique contribution to the 'new' protean career attitude that builds on existing constructs and provides insight into how 'new' career attitudes and passions in the workplace affect proactive work behavior.

### **Conceptualization of 'new' Protean Career attitude**

This study adopted the initial definition of a protean career stated by Hall in 1976 (Hall, 1996), as follows:

"Protean career is defined as a career where the individual is experiencing greater responsibility for their career choices and career opportunities. The protean individual's value career success in terms of psychological-related factors, such as the degree of job satisfaction, self-actualization, personal accomplishment and sense of self-fulfillment".

The protean career is a perspective of career development, characterized by a shift in the responsibility of career progression from the organization to employees' individuals (Hall, 1996). Protean, in contemporary career, is considered an innovative approach of employees to channel employee aspirations independently and explore their future career prospects. The rapid rate of change in the nature and type of work requires the development of a protean attitude, which impacts employees' perceptions of employability (Nimmi et al., 2020).

Current protean career research often uses three approaches to measure: orientation, attitudes, and protean career concepts. Briscoe et al. (2006) are still debating whether protean career orientation measures protean career attitude. Gubler et al. (2014) redefine the protean career measure consisting of the concepts of protean career, protean career orientation, and protean career path. However, the often used measurement is the protean career attitude scale (Waters et al., 2014; Babalola & Bruning, 2015; Rahim & Siti-rohaida, 2015), which comprises dimensions driven by self-values and self-direction (Ayoobzadeh, 2021; Oh & Koo, 2021) their strategies to navigate job search, especially in turbulent times, are unknown. To address this gap, the author hypothesized and examined a sequential mediation model whereby freelancer protean career orientation (PCO; Abesolo et al., 2017; Steiner et al., 2019) we found that the three approaches had the following similarities: (1) referring to the initial definition

of the Protean Hall career in 1976; (2) use the exact two sizes, namely driven by self-value and self-direction, which is a cognitive component and behavior as a component forming attitude; (3) use the question item 'I am responsible for my career, as a shift in the responsibility of the organization to individuals.

The conceptual definition of the three approaches shows the interrelationships of each approach that a protean career is a mindset that reflects protean talent (as an attitude), which leads to an individual's tendency (as an orientation) to choose a career that focuses on intrinsic success through autonomous or independent career management. We integrate the three approaches by defining a protean career as a 'new' protean career attitude. The 'new' protean career attitude is an individual's attitude towards managing his career through the mechanism of the 'love of work' affection process, based on the individual's internal self-values to direct himself towards psychological well-being (job satisfaction, self-actualization, personal achievement, and self-fulfillment) as career success. Rational considerations form the background of cognitive, affective, and behavioral thought processes related to defining or changing careers and affective forecasts (will I be happier with my new career?).

Affective-cognitive consistency theory assumes that effect is related to the cognitive component and that the relationship is consistent (Rosenberg, 1960; Ajzen & Fishbein, 2000). People will try to make their cognition consistent with their effect. One's choice of affection partly determines one's beliefs, values, beliefs, and knowledge of a fact. Consequently, if there is a change in the affective component, it will cause a change in the cognitive. Then, motivation theory explains that intrinsic motivation is the motivation that drives a person to achieve that comes from within the individual. Intrinsic factors refer to motivational factors. According to Reiss (2004) such as curiosity, autonomy, and play (called intrinsic motives, or IMs, intrinsic motivation arises from psychological or cognitive processes that involve central

nervous activity. In addition, intrinsic motivation is considered a behavior when a person feels competent and engaged in self-determination. When a person is intrinsically motivated, interest will arise and experience pleasure, feel competent and self-determined, feel the locus of causality to behave internally. Weiner (1996) defines internal motivation as a source of motivation arising from the enjoyment of an action.

Intrinsic motivation can be behavior when a person feels competent and involved in self-determination. Inherent behavior occurs when behavior is carried out for self-interest rather than to obtain material or social reinforcement (Bateman & Crant, 2003). In the context of a protean career, protean individual acts as an 'agent' for his career to behave proactively. Based on the intrinsic motivation model (Deci et al., 2001), individuals with protean attitudes feel competent and involved in self-determination. When protean individuals are intrinsically motivated, protean individuals who have a passion for their work will experience pleasure and determine their career direction.

## **Hypothesis Development**

### **Harmonious passion, value-driven, and proactive behavior**

Weiner (1996) defines internal motivation as a source of motivation arising from the enjoyment of an action. Harmonious passion (HP) refers to an autonomous internalization process that directs individuals to choose to engage in activities they enjoy so that one's self-identity will internalize into passionate work activities. The actions that a person likes and do regularly represent that person's self-identity (Vallerand et al., 2003). Internalization into self-identity produces motivation to engage in activities voluntarily and creates a sense of willingness and personal support to pursue those activities. Individuals voluntarily undertake self-chosen activities.

Through harmonious passion, one's activities occupy a significant space but are not too strong in one's identity and are in harmony with other aspects (e.g., personal aspects) of

that person's life. That is, harmonious passion plays a role in forming individual self-values, thus moving individuals to behave proactively. Harmonious passion is the main characteristic of an individual's identity and serves to define that individual. For example, someone who likes playing guitar, reading, or playing sports is not just playing guitar, reading, or exercising, but doing their hobbies with a passion. We are suspect that harmonious passion indirectly affects proactive work behavior (career initiatives & personal initiatives) through individual values (value-driven).

H1a: There is a relationship between Harmonious passion and proactive work behavior of career initiatives through love for work.

H1b: There is a relationship between harmonious passion and proactive work behavior of personal initiative through being driven by individual values (value-driven).

#### **Harmonious passion, love to work, and proactive behavior**

Pleasure in work will create feelings of love for work so that when individuals (employees) love their work, the feelings of love will appear in their proactive work behavior. Wright et al. (2002), suggest that happy workers behave more productive (e.g., through career initiatives) than unhappy workers. Feelings of love for work are similar to the idea of extreme work enthusiasm. Work enthusiasm is the attitude of almost all groups of workers towards their work. Personal initiative is a behavioral syndrome that results in the individual taking an active approach, actively initiating work, and going beyond what is formally required in a particular job (Frese et al., 1996). Individuals who have personal initiative focus on long-term goals in life and focus on achieving these goals. Individuals with high personal initiative tend to behave proactively by making an effort more challenging (Gamboa et al., 2009), creative, and satisfying, even when they need to get another job (Fay & Frese, 2001). We are suspect that harmonious passion indirectly affects personal initiative through love for his work.

H2a: There is a relationship between harmonious passion and proactive work behavior of career initiatives through a love of work

H2b: There is a relationship between harmonious passion and personal initiative proactive work behavior through a love of work.

#### **Harmonious passion, self-direction, and proactive work behavior.**

People who have active initiative tend to try to improve the quality of their work. In the context of protean careers, where employees are more responsible for managing their careers, individuals play a crucial role in professional development and generating job opportunities (Fugate et al., 2004; Lin, 2015) for themselves. Fay and Frese (2001) showed that personal initiative was associated with higher career planning and employability. Individuals who have passion affect one's ability to take the initiative (in career and personal life) to identify opportunities proactively to achieve the desired goals and satisfaction.

H3a: There is a harmonious relationship between passion and proactive work behavior of career initiatives through self-direction

H3b: There is a harmonious relationship, passion and proactive work behavior, personal initiative through self-direction

## **METHOD**

Cronbach & Meehl (1955), Colliver et al., (2012) emphasize that a nomological net around the concept must exist to validate a test that measures a construct. Cronbach & Meehl (1955) state that "a necessary condition for constructing a scientifically accepted building is that the building occurs in a nomological net," i.e., determining the relationship between the construct and other variables. By knowing how a construct relates to various other variables, researchers can understand precisely what the construct means (Leary et al., 2013).

Researchers conducted this research in two stages. The first stage generates a scale and collects data from employees who worked in

several private companies in four major cities in Indonesia, such as Yogyakarta, Jakarta, Palembang, and Medan to evaluate the nature of the psychometric scale through construct validity, convergent, discriminatory, and predictive. Purposive sampling determines several criteria for respondents to be sampled, namely individuals or employees who know (through education and work experience) about contemporary career concepts (especially protean careers), work in several organizations, and experience changes in work. The construction of new protean career attitudes is operationalizing at the cognitive level of self-value orientation, affection of love for work, and self-direction. In the second stage, evidence of construct validity was obtained by developing a nomological network for the 'new' protean career attitude, passion to work, and proactive work behavior. This study was conducted in two stages to examine the nomological network (Yeo & Frederiks, 2011) of 'new' protean career attitudes, passion at work, and proactive work behavior.

Validities of construct, convergent, and discriminant are tested to determine how dimensions are driven by value, love of work, and self-direction behavior relating to the scale of passion at work and proactive work behavior designed to assess the scale of 'new' protean career attitude. The validity of the construct is conducted to see whether the items in the research instrument are appropriate to measure the existing theoretical construct (Sekaran & Bougie, 2021). Each current item in the three dimensions of the protean career attitude correlates with the measured dimensions, i.e., being driven by self-value, affective love for work, and self-direction (validity of construct). Convergent validity is helpful for testing whether two instruments measure the concept with a high correlation (Sekaran & Bougie, 2021). Convergent validity help explaining that if two measuring instruments have the same construct, then those measuring instruments must be related. The three dimensions (i.e., driven by self-value, the love

for work, and self-direction) in the protean career attitude expect to correlate with each other (convergent validity). If the constructs are the same but on different scales, the researcher should connect the existing scales. When the scale is connected and has a relationship, the scale is considered the correct scale.

Discriminant validity is about does the measure has a low correlation with a variable that is supposed to be unrelated to this variable? (Sekaran & Bougie, 2021). Therefore, the criteria of discriminant validity are if two variables are predicted not to correlate. This study focuses on the affection scale; the affective correlation's relative strength expect to be more significant for work-love affection than for value-driven and self-directed (discriminant validity). Developing a nomological network is carried out with a focus on the antecedent, namely passion, which aims to influence the affective experience of the love of work.

In contrast, the consequences focus is operationalizing as a proactive work behavior that aims to regulate emotions after producing to influence the expression of influence (see table 1). Construct validity is needed to identify the nomological network (Byrne, 2010) of the 'new' protean career attitudes. Based on the nets, the procedures for testing the nomological network are (a) assessing the relationship between 'new' protean career attitudes and other empirically related constructs (between-network relations), and (b) assessing the relationship between career attitude dimensions the 'new' protean itself (within-network relations). Determining the nomological network is the first step in establishing or developing a 'new' protean career attitude.

### **Variabel Measurement**

The variables used in this study are passion at work, new protean career attitude, and proactive work behavior. Passion at work is a strong tendency towards activities that someone likes and considers necessary, where people invest significant time, energy, and identity. Two dimensions measure passion at work developed Vallerand et

al. (2003), such as obsessive passion and harmonious passion. Respondents assess every question with a 5-point Likert scale, from 1 = strongly disagree until 5 = strongly agree.

The 'new' protean career attitude is an individual's attitude towards managing his career through the mechanism of the 'love of work' affection process, based on the individual's internal self-values to direct himself towards psychological well-being (job satisfaction, self-actualization, personal achievement, and self-fulfillment) as career success.

The 'new' protean career attitude measure by the scale of protean career attitude from Briscoe et al. (2006), consisting of dimensions driven by self-value and self-direction. The researchers in this study have re-conceptualized the conceptual definition of career protean.

Pekrun et al. (2011) provided the total item correlation to select three items from each category scale with the highest total item correlation.

**Table 1.** Description and Definition of Vocal Variables in Nomological Network Analysis

No	Measured variable	Response format	Number of items	$\alpha$	Construct definition
1	Passion at work	Likert 5 point			A strong tendency towards activities that one's likes, considered necessary. People invest significant time and energy and are internalizing in a person's identity.
	- Harmonious passion		7	.884	Harmonious passion or spirit to work emphasizes an active perspective where people have control of activity and personal willingness to be fully involved in activities in line with other people's activities.
	- Obsessive passion		7	.815	Obsessive passion or passion for the work emphasizes passive perspective. People feel compelled to engage in activities where such activities take up a lot of space and conflict within the person.
2	'New' protean career attitude	Likert 5 point			Individual attitudes towards career management through a mechanism of affection processes, guided by internal values themselves to direct their chosen career towards psychological welfare (job satisfaction, self-actualization, personal achievement, and self-fulfillment) as the criteria for the success of a meaningful career.
	- Driven by value		6	.833	Individual internal values (not organizational values) provide guidance and measure the success of the individual career.
	- The affection of love for work <sup>a)</sup>		12	.738	the feeling of likes to work encourages an individual self-awareness to be active with their work and work activities, which are internalizing.
	- Self-direction behavior		8	.650	Independence in personal career management that individual can be adaptive in performance and learning.
3	Proactive work behavior	Likert 5 point			The initiative behavior in improving the current state or creating a new one, which might occur in many situations related to work or particular actions that happen in a person's job or career (for example, actively managing a person's career)
	- Career initiative		6	.807	A series of behaviors is an individual's active effort to advance their career rather than responding passively to existing work situations. In this study, career initiative behavior includes career planning, skills development, and consulting with more senior personnel.
	- Personal initiative		7	.860	Behavioral syndromes result in an active and independent approach to achieving goals, working tasks, and overcoming obstacles and setbacks.

The affective component in the protean career attitude was unclear, so the researchers explored affective components in individual love dimensions for their work. Personal self-awareness (Stumpf et al., 1983) and individual career identity (Kossek & Roberts, 1998) shape love to work. The new protean career attitude scale using a five-point Likert scale (1 = strongly disagree until 5 = strongly agree).

Proactive work behavior is an initiative behavior in improving the current state or creating a new one, which may occur in many work-related situations or particular actions that happen in the area of work or a person's career (for example, actively managing a person's career). Proactive work behavior is measured by career initiative and personal initiative dimensions, using a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). Following the conceptualization given by Fay and Frese (2001), personal initiatives are measured by a scale of seven items (for example, I immediately take initiatives even when others don't). The career initiative scale is adapted from the study conducted by Seibert et al. (1999; 2001) political knowledge, and career initiative, but not voice; all measured at Time 2. Innovation, political knowledge, and career initiative in turn had positive relationships with career progression (salary growth and the number of promotions during the previous 2 years; for example, I have been involved in career path planning.

## RESULT AND DISCUSSION

Before testing validity, researchers prepared data returned by respondents of the 176 data collected through online media. From 176 data collected through online media, the researcher deleted 16 data that were outliers. Thus, the total data used for analysis comes from 160 respondents. Respondents (28.8% of women and 71.3% of men) were unnamed and still working. The average age of the respondents was 40-45 years old (25.6%), 34-39 years old (23.1%), and 28-33 years old (20.6%). While the company's line of business, 34.8% is agribusiness, 21.1%

manufacturing, 14.3 health, the rest is in education, finance, and transportation. With organizational tenure of 6-10 years (30%) and 1-5 years (27.5%).

### Stage 1: Construct, convergent, discriminant, and predictive validities

Researchers used a deductive approach (Hinkin, 1998) to produce 13 items that reflect the affection components in the 'new' protean career attitude. The 'new' protean career attitude scale consists of dimensions driven by self-value (6 items), a love for work (13 items), and self-direction (8 items) from independent but interrelated factors (Table 1). The produced scale of the love of work (LW) consists of two dimensions, namely self-awareness and building a career identity (Table 1); however, researchers do not separate the two dimensions. Baruch (2014) states that the unidimensional construct characteristics are possible when developing new constructs. The analysis results with SPSS produce a KMO 0.757 > 0.5, indicating that the sample is immensely fulfilling for analysis. Then the significance value of Bartlett's Test of Sphericity 0.000 < 0.05 shows the correlation between variables (value-driven, the love for work, and self-direction). Furthermore, the researcher used factor analysis to complete the construct validity test.

To avoid conceptual redundancy (Yeo & Frederiks, 2011), researchers combine the dimensions of self-awareness and career identity into a measurement that measures the love of work. The combination produces 12 items in 5 items from self-awareness and seven items from career identity. The construct validity is carried out on the 'new' protean career attitude scale to see that new items developed on affective components and items are driven by values and items of self-briefing, indeed measuring the construct (Table 2).

Although this study is an exploration, the researchers have determined the number of factors as much as 3. It is basing on researchers' findings on the gap in the component of a protean career attitude, which is the need to explore affective, cognitive value-driven, and self-direction behavior. Then, factor analysis uses settings to eliminate the

loading factor display below 0.3, so the value of the loading factor that appears in the analysis results is above 0.3. Table 2 shows that in the affection variable love for work, items number 12, 3, 4, 11, and 2 have been removed because of the loading value below 0.3 (Yeo & Frederiks, 2011). Because item number 17 of affection is loading on Factor III and has similarity with item number 6 of self-direction, the item is deleted to avoid redundancy. Overall, there are 12

items of affective love for work loading on factor I with a loading value > 0.3. It means that 12 items on factor I are valid measurements to measure the construct of love for work.

The dimensions driven by self-value and self-direction are adapted from the protean career scale (Briscoe et al., 2006). The factor analysis results in Table 2 indicate that the value loading drives item in factor II with the loading value > 0.3 and item behavior of self-direction behavior.

**Table 2.** Description of Items and Estimated Standard Parameters of Factor Loading for Three-Factor Models

Factor and item	Factor loading			$\alpha$
	I	II	III	
Factor I: Affection love for work <sup>a)</sup>				0.759
1. I have reflected how my previous career and activities are in accordance with my future career	<b>.491</b>	.348	.151	
5. I understand the relevance / linkage of my past behavior for my future career	<b>.403</b>	.038	.205	
6. I have experimented with different career activities	<b>.383</b>	.163	.021	
7. I have the opportunity to show my career skills and activities	<b>.607</b>	.224	.155	
8. I tried the role of work and certain activities to see if I like it	<b>.342</b>	.198	.155	
9. When I made a plan for my career, I am sure that I can make it succeed	<b>.540</b>	.104	.215	
10. If I can't do the job for the first time, I keep trying until I can	<b>.627</b>	-.024	.012	
11. When I decided to do something about my career, I immediately did it	<b>.442</b>	.050	.381	
12. When trying to learn something new in my work, I will immediately try from the start so it works	<b>.638</b>	-.142	-.090	
13. I try to learn new things that look too difficult for me	<b>.609</b>	-.098	-.203	
14. I feel safe about my ability to achieve what I want in this company	<b>.597</b>	.036	.031	
15. I rely on myself to achieve my career goals <sup>b)</sup>	-.143	-.002	<b>.714</b>	
16. It seems that I can handle most of the problems that appear in my career	<b>.532</b>	.045	.186	
Factor II: Driven by self-values				.833
1. I follow my guide if my company asks me to do something contrary to my values	.032	<b>.768</b>	-.047	
2. In the past, I sided with my values when the company asked me to do something I disapproved	.156	<b>.774</b>	-.037	
3. What I think about what is right in my career is more important to me than what my company thinks	.045	<b>.776</b>	.019	
4. It doesn't matter to me how other people evaluate the choices I made in my career	.142	<b>.534</b>	.141	
5. I navigate my career based on my priority, which is contrary to the priority of my employer/company	-.126	<b>.766</b>	.170	
6. The most important thing for me is how I feel about my career success, not how other people feel	.008	<b>.697</b>	.213	

Factor III: Self-direction behavior			.650
1. I am responsible for my career	<b>.482</b>	-.065	.377
2. In the end, I depend on myself to advance my career	.044	.191	<b>.703</b>
3. I am responsible for success or failure in my career	<b>.515</b>	-.099	<b>.397</b>
4. In terms of my career, I am very "my personal"	.082	.165	<b>.583</b>
5. Overall, I have a very independent career	.157	.160	<b>.695</b>
6. In the past, I rely more on myself than others to find new jobs if necessary	.205	.025	<b>.333</b>
7. The freedom to choose my career path is one of my important values	<b>.327</b>	.109	<b>.469</b>
8. When my company has not offered the development opportunities, I have looked for them alone	.021	<b>.394</b>	.089

Notes:

All factors loading is fully standardized and significant at  $p < 0.001$ . The bolded value shows that the item measures its factor.

a) Item 12, 3, 4, 11, 2 of factors I have loading value  $< 0.3$  are removed from the analysis.

b) Item 17 of love for work is deleted.

It means that the construct validity for the dimension value-driven and self-direction behavior is valid.

The convergent validity results in Table 3 indicate that the affective love for work has a relationship with the dimensions driven by self-value of  $r = 0.178$  and  $p$ -value  $< 0.05$ , with the behavior of self-direction of  $r = 0.467^{**}$  and  $p$ -value  $< 0.01$ . While the dimension correlation driven by self-value and self-direction is equal to  $r = 0.315^{**}$  and  $p$ -value  $< 0.01$ . When the scale or dimension is connected and has a relationship that is not too high, the three scales (driven by self-value, the love of the work and self-direction) are the right scales. It can be said that the three scales are related to the same concept but a different construct. In other words, the three scales (driven by self-values, the love of work, and self-direction) are different scales for the same construct (i.e., 'new' protean career attitude).

Discriminant validity shows that the constructs or variables used in the study are different (Sekaran & Bougie, 2021), meaning that a variable should not be highly related to a different variable with a different construct. The validity test results in Table 3 indicate that each dimension or variable is related but at a low to moderate level of relationship, which is between 0.027 to 0.654. The variables used in this study are different variables or dimensions.

Predictive validity is examined by testing the correlation of a 'new' protean career attitude with proactive work behavior for career initiative. Based on the theory of resource conservation, an individual with a protean career attitude is an important personal resource which is the determinant of proactive behavior of employee career initiative in their efforts to maintain their resources and/or get new resources (Hobfoll, 2011). Brummelhuis and Bakker (2012) suggest that acquiring personal resources such as skills, knowledge, self-efficacy, and positive moods allows an individual to achieve positive results (high performance and positive work attitudes) at work and home. Furthermore, because this research focuses on the affective area of the love for work (positive feeling), the affective correlation is expected to be stronger than driven by self-value and self-direction.

Based on table 3, even though the dimension of driven by self-value ( $r = 0.076$  &  $p$ -value  $0.340 > 0.05$ ) is not related to proactive work behavior of career initiative, but love for work ( $r = 0.544^{**}$  &  $p$ -value  $0.000 < 0.01$ ) and self-direction ( $r = 0.452^{**}$  &  $p$ -value  $0.000 < 0.01$ ) are related to the proactive work behavior of career initiative.

Although the dimension of driven by self-value is not related to career initiative. Still, two other measurements, the love for work and self-briefing, can validly predict the proactive behavior of career initiatives. Therefore, the researchers conclude that the three dimensions in the construct of a protean career attitude are predictively valid.

**Table 3.** Descriptive and Intercorrelate Statistics among Variables in the Study in between-network relations<sup>a)</sup>

	SD	Harmonious passion	Obsessive passion	Affective love for work	Driven by self-values	Self-direction behavior	Career initiative	Personal initiative
Harmonious passion	.551	1	-	-	-	-	-	-
Obsessive passion	.802	.295**	1	-	-	-	-	-
Affective love for work	.482	.564**	.087	1	-	-	-	-
Driven by self-values	.934	.027	-.051	.178*	1	-	-	-
Self-direction behavior	.487	.414**	.185*	.467**	.315**	1	-	-
Career initiative	.603	.616**	.147	.544**	.076	.452**	1	-
Personal initiative	.561	.654**	.156*	.633**	.089	.496**	.634**	1

Notes:

a) Pearson correlation is used as a basis for convergent, discriminant, and predictive validity tests.

\*\* Significant correlation at level 0.01 (2-tailed).

\* Significant correlation at level 0.05 (2-tailed).

The strength of this study was to direct attention to the scale of the ‘new’ protean career attitude. In particular, awareness leads to the dimension of affection love for work. In the Test of validity above, researchers show that the love for work, driven by self-value. And self-direction represents conceptually and empirically different constructions, yet equally important. Affective love for work tends to correlate stronger with the behavior of self-direction rather than driven by self-values. Although the three dimensions (driven by value, the love for work, and self-direction) have relationships, the levels are not too high. It means that the three dimensions are indeed different dimensions for the same construct (i.e., the ‘new’ protean career attitude), which provide support for the construct validity for the ‘new’ protean career attitude. These findings are theoretically crucial because they emphasize the unique contribution of the love process for work that focuses on affection. Another empirical contribution is that love of work as a source of happiness at work results from evaluating the affective process (Salanova et al., 2006) and work-

related flow on the other hand. On the basis of Hobfoll’s (1988. However, there has been little attention to research examining the critical role of compassion along with its values-driven and self-directed dimensions. This research supports the usefulness of affective components in forming a career attitude, especially the protean career.

**Stage 2: Nomological Testing of the ‘New’ Protean Career Attitude**

The first procedure for testing nomological networks is to assess the relationship between the ‘new’ protean career attitudes and other empirically related constructs (between-network relations). Nomological networks focus on the antecedent passion, which influences the affective experience of love for work. At the same time, the focus on the consequences operationalizing as proactive work behavior that aims to regulate emotions after being produced to affect the expression of influence. The results of the path analysis with AMOS for the nomological network of ‘new’ protean career attitude shows some significant paths, as shown in table 4.

**Table 4.** Descriptive and Intercorrelate Statistics among Variables in Study <sup>a)</sup>

Direct Influence	Path coefficient	Standard Error	p-value	Conclusion
Harmonious passion on cognitive driven by self-value	.078	.140	.579	No influence
Harmonious passion on affective love for work	.516	.060	***	Influence
Harmonious passion on self-direction behavior	.348	.067	***	Influence
Obsessive passion on cognitively driven by self-value	-.075	.096	.437	No influence
Obsessive passion on affective love for work	-.052	.041	.205	No influence
Obsessive passion on self-direction behavior	.042	.046	.363	No influence
Cognitively driven by self-value on proactive work behavior of career initiative	-.057	.041	.165	No influence
Cognitively driven by self-value on proactive work behavior of personal initiative	-.055	.035	.113	No influence
Affective love for work on proactive work behavior of career initiative	.536	.082	***	Influence
Affective love for work on proactive work behavior of personal initiative	.601	.070	***	Influence
Self-direction on proactive work behavior of career initiative	.346	.081	***	Influence
Self-direction on proactive work behavior of personal initiative	.328	.069	***	Influence

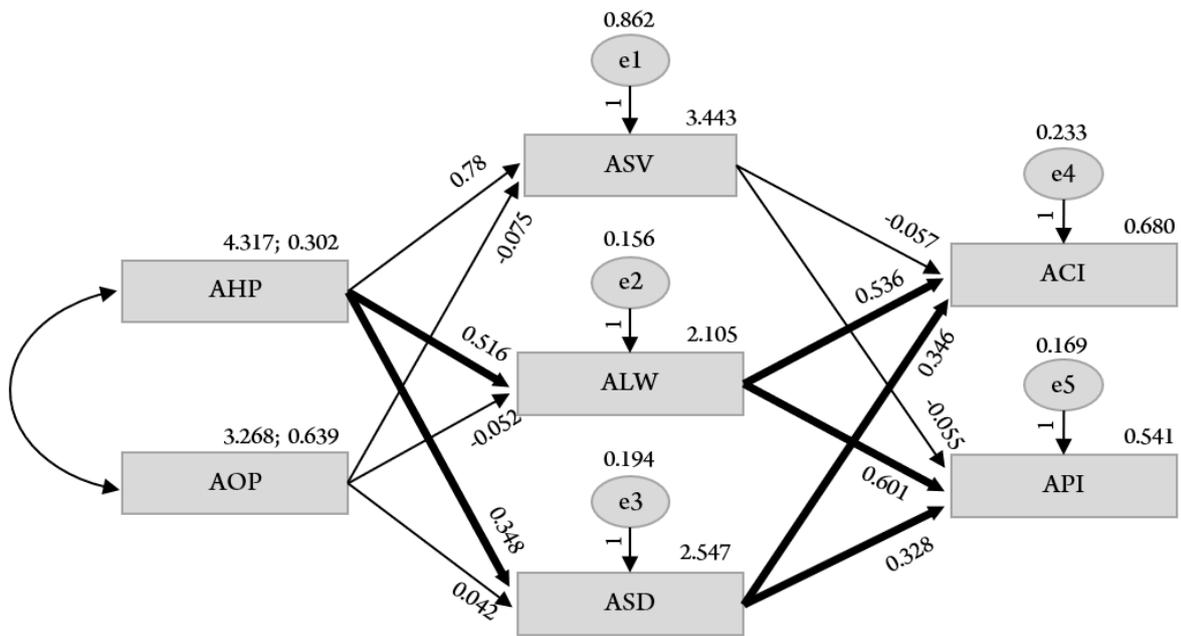
Notes:

- a) Results of path analysis with AMOS.
- \*\*\* Significant on p-value <0.001 (2-tailed).

Based on the path coefficient value and its significance, the direct effect is found in harmonious of passion on affective love for work ( $r = 0.516$ ,  $p\text{-value} < 0.001$ ), harmonious passion on self-direction behavior ( $r = 0.348$ ,  $p\text{-value} < 0.001$ ), affection love for work on proactive work behavior of career initiative ( $r = 0.536$ ,  $p\text{-value} < 0.001$ ), affection love for work on proactive work behavior of personal initiative ( $r = 0.601$ ,  $p\text{-value} < 0.001$ ), self-direction behavior on proactive work behavior of career initiative ( $r = 0.346$ ,  $p\text{-value} < 0.001$ ), self-direction behavior on proactive work behavior of personal initiative ( $r = 0.328$ ,  $p\text{-value} < 0.001$ ). The fact findings of this research support that the effect of affection process 'love for work' and self-direction behavior on proactive work behavior (Gulyani & Bhatnagar, 2017) provides an important emphasis to determine the contribution of each construction to predict pro-

active work behavior. Based on the results of the path analysis on the direct effect, the path analysis generates path diagram images for each direct effect (see Figure 1).

In the statistical test mediation hypothesis, the researchers followed the rules recommended by Baron and Kenny (1986), which showed the direction that X (the independent variable) is not only related to Y (the dependent variable) but that X is also related to Z (the mediating variable). The Z corresponds to Y. By separating the third variable of Z, it is possible to test the hypothesis through the Sobel test, with the significance threshold of  $z > 1.96$  for  $\alpha < 0.05$  (Fiedler et al., 2011). The results of the z-Sobel Test in Table 5 shows that the dimensions of the love of the work explored in this study were proven to mediate the relationship between harmonious passion and career initiative ( $z\text{-Sobel} = 5.2040115 > 1.96$ ) and



**Figure 1.** Nomological Networks for the Scale of ‘New’ Protean Career Attitude<sup>a)</sup>

Notes:

a) The results of the path analysis using AMOS software at N = 160.

The thick line is a mediation path that is formed.

AHP = Harmonious Passion; AOP = Obsessive Passion; ASV = Driven by Self-Values; ALW = Affection Love for Work; ASD = Self-Direction; ACI = Career Initiative; API = Personal Initiative.

**Table 5.** Descriptive and Intercorrelate Statistics among Variables in Study<sup>a)</sup>

Relationship	Indirect influence	Value of z - Sobel <sup>b)</sup>	Annotation <sup>c)</sup>
Harmonious passion → driven by self-value → career initiative	-.004	-.517	Not significant
Harmonious passion → driven by self-value → personal initiative	-.004	-.525	Not significant
Harmonious passion → affection of love for work → career initiative	.276	5.204	Significant
Harmonious passion → affection of love for work → personal initiative	.310	6.076	Significant
Harmonious passion → self-direction → career initiative	.120	3.299	Significant
Harmonious passion → self-direction → personal initiative	.114	3.506	Significant
Obsessive passion → self-direction → career initiative	.004	.681	Not significant
Obsessive passion → self-direction → personal initiative	.004	.699	Not significant
Obsessive passion → affection of love for work → career initiative	-.002	-1.245	Not significant

Obsessive passion → affection of love for work → personal initiative	-.0312	-1.254	Not significant
Obsessive passion → self-direction → career initiative	.0145	.892	Not significant
Obsessive passion → self-direction → personal initiative	.0137	.896	Not significant

Notes:

- a) Analysis uses a z - Sobel test based on the path coefficient and error standard in Table 5.
- b) Value of z - Sobel based on <http://www.quantpsy.org/sobel/sobel.htm>.
- c) Based on the significance of  $z > 1.96$  for  $\alpha < 0.05$  (Fiedler et al., 2011).

personal initiative ( $z$ -Sobel = 6.0760613 > 1.96) so that hypotheses 2a and 2b are supported. In addition, self-direction also proved to mediate the relationship between harmonious passion and career initiative ( $z$ -Sobel = 3.2991979 > 1.96) and personal initiative ( $z$ -Sobel = 3.2991979 > 1.96).

So hypotheses 3a and 3b are supported. However, the mediation role (value-driven) is not proven ( $z$ -Sobel on career initiative is -0.51715996; on the personal initiative is -0.5251154 < 1.96), so hypotheses 1a and 1b are not supported.

In the nomological network, the indirect effect of love for work on harmonious passion relationships with career initiatives (0.276576) and personal initiatives (0.310116) > the indirect effect of self-direction on harmonious passion relationships with career initiatives (0.120408) and personal initiatives (0.114144). These results are consistent with the results of predictive validity that the love for work ( $r = .544^{**}$  &  $p$ -value .000 < 0.01), and self-direction behavior ( $r = 0.452^{**}$  &  $p$ -value 0.000 < 0.01) relates to proactive work behavior of career initiative. If we look at the correlation coefficient, love for work has a greater  $r$ -value than self-direction (0.544 > 0.452). Specifically, because this research focuses on affective love for work, the affective correlation of the love for work is stronger than the dimensions driven by self-values and self-direction. Although the dimensions driven by self-worth were not related to career initiative, the other two measurements, namely love of work and self-direction, could predict or validly predict the proactive behavior of career initiatives. The researcher concludes that love of work as a form of an affective component has predictive validity.

The second procedure of testing the nomological network is to assess the relationship between the 'new' protean career attitude dimensions (within-network relations). As a new dimension added to the measure of protean career attitudes, the correlation with other dimensions becomes important to note. The 'new' protean career attitude is a multidimensional construct consisting of three conceptually distinct but empirically related aspects (Byrne, 2010), such as the dimensions driven by self-values, love of work, and self-direction. Although each dimension is different, love for work must be related to the dimensions driven by self-values and self-direction. The intercorrelation between the dimensions of love for work, dimensions driven by self-values, and self-directed behavior is shown in table 3. Affective love for work is related to dimensions driven by self-values ( $r = .178$  &  $p$ -value .024 < 0.05). Affective love of work is related to the behavioral dimension of self-direction ( $r = .467$  &  $p$ -value .000 < 0.01). Driven by self-values correlated with self-directed behavior ( $r = .315$  &  $p$ -value .000 < 0.01). The second stage of network testing results in this research support Byrne (1984) that conceptually, the dimensions contained in the nomological network are different. Empirically the dimensions driven by self-worth, love of work, and self-direction are inter-related. The results of the nomological network on relationships within the nets indicate that the addition of the love of work dimension supports Agarwala (2008) that attitude construction requires three important forming components, namely cognitive (driven by self-worth), affective (love of work), and behavior (self-direction).

This result is consistent with the affective-cognitive consistency theory that the affective

component is related to the cognitive, and the relationship is consistent. If there is inconsistency, affection will appear, and people will try to make their cognition consistent with their affection (Rosenberg, 1960; Zimbardo & Leippe, 1991; Ajzen & Fishbein, 2000).

The lack of support for the self-values-driven dimension is consistent with research that only uses the self-direction dimension to measure protean career attitudes (Raabe et al., 2007; Yildiz et al., 2015; Zhang et al., 2015 Redondo et al., 2021). Future research needs to expand the scope of whether the component is driven by self-value measures a protean career attitude. Besides, the results of the study show that (1) there is a relationship between the affective dimensions of love for work and harmonious passion  $r = 0.564$  with  $p\text{-value} < 0.01$  (see Table 3). (2) there is a direct effect of harmonious desire on a love of work on path analysis: path coefficient = 0,516 and  $p\text{-value} < 0.001$  (Table 5). This study provides an opportunity for further research to explore the relationship between the two dimensions to ascertain whether the dimensions are related or different. This finding adds empirical confidence that an increase in a person's love for work is positively related to positive work behavior and focuses on positive emotional feelings in the workplace and employees' proactive behavior. No previous research has examined the effect of love as a component of forming a protean career attitude towards proactive work behavior. Still, the theory of affective-cognitive consistency assumes that affective construction is dynamic because it can adjust to cognitive structure (Yeo & Frederiks, 2011). The findings in this study support the assumption regarding a better understanding of the construct on happy, productive workers. This research finds what encourages happy and productive workers with a new focus and measurement on a more effective state, such as a passion for work and love for work. Furthermore, this study provides a platform to expand research on the affection of love for work on longitudinal research design to see if there is a change of someone's liking or love for his work.

This study has several limitations. First, the love items for work designed to assess an individual's emotional state lacked exploration of the 'love' element. However, the strong correlation between love for work and harmonious passion:  $r = .516^{***}$  &  $p\text{-value} .001 < 0.01$  provides an opportunity for future research to explore whether the harmonious passion can be a measure of affection love for work. Second, this study uses a cross-sectional data collection design, so researchers cannot see the effects of behavioral changes (Sekaran & Bougie, 2021) when respondents experience a change of occupation or position. For future research, it is necessary to use a longitudinal design to increase the usefulness of data collection (Yeo & Frederiks, 2011), which is getting data at two different times (Sekaran & Bougie, 2021).

#### CONCLUSION AND RECOMMENDATION

This study contributes to progress in motivational research by emphasizing the affective aspects of love for work. Nomological network analysis offers an advanced step for the validity test in developing a valid scale of 'new' protean career attitude to contribute to scaling development. Nomological network analysis in this study also emphasizes the importance of testing the affection love for work at the individual level. The steps taken for the validity test contribute to developing a valid scale of 'new' protean career attitude to produce a good measurement scale.

Methodological contributions are related to developing and validating the scale of 'new' protean career attitude, especially the measure of the affection of love for work. Besides that, the practical contribution to organizational behavior is expected to impact affective-based construction of proactive behavior over time. The results of the first stage of this study provide support for construct, converging, and discriminant validity to the measurement of the affection of the love for work. The second stage outcomes emphasize the role of the mediation of a protean career attitude towards the relationship between passion at work and proactive work behavior. The results

of the path analysis with AMOS 26 show that the measurement of affection and self-direction behavior has a role as a mediator. The love for work is proven to mediate the relationship of harmonious passion to career initiative and personal initiative. Further, self-direction behavior is proven to mediate harmonious passion relations with career initiative and individual initiative. In contrast, the dimension of the orientation of internal values (or driven by self-value) is proven not to play a role as a mediator.

The practical implications of the love for work seem to be the harmonious passion intermediary in predicting proactive behavior, primarily through career and personal initiatives. Increased proactive behavior is possible through growing feelings of love for work. The predictive relationship between the love of work and the proactive behavior of individual initiatives also needs to be traced because the proactive behavior of personal initiatives has been associated with achieving duties and abilities to survive in overcoming work and emotional obstacles. The love of the work predicts proactive behavior of career initiatives, meaning that the efforts of love for work are ultimately able to encourage proactive behavior of career initiatives to produce valuable work results. One way the company can improve or encourage employees' proactive behavior seems to provide employees to show skills, try the role of work, and learn something new. In the end, the altruistic behavior of the company can lead to the proactive behavior of individual employees, both for personal initiatives (e.g., using an active and independent approach to achieving career goals) and career initiatives (include career planning, skills development, and consulting personnel with a mentor or a more senior colleagues). Sultana and Malik (2019) three knowing career competencies, i.e., career insight (knowing why stated that through the successful use of proactive career self-management behaviors over a sustained period, employees could master their self-development tasks and, as a result, achieve desired career outcomes.

Practical implications for human resource management are focusing on the passion for

working and loving for work. Related to the passion of work, matching people with the work they love seems to increase proactive employee behavior. Furthermore, the passion for work appears to increase the feeling of love for work. Encouraging a sense of love for work encourages individual proactive behavior through personal initiatives and career initiatives. The recruitment process must trigger a passionate feeling to attract candidates who tend to be excited about work. Regular employee communication must raise employee perceptions that the company has the best interest in employees' hearts. Feelings of love for work encourage authentic social interactions and nurture relationships with coworkers and clients (Bygrave, 2011)2007; Kelloway et al., 2010. Therefore, employees want to spend most of their day with other employees who care about the individual employees. This study still requires an explanation, especially in the relationship between harmonious passion and the dimension of affection love for work. According to researchers' opinion, future research needs to re-explore the relationship between harmonious passion and love for work: "Is the measurement of harmonious passion can represent the measurement of love for work?"

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