



## The Effect of Protean Career Attitudes and Boundaryless Career Attitudes to Career Satisfaction's Lecturers with The Role of Career Adaptability as A Mediator

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### Abstract

The purpose of this study was to determine what the positive effect of protean career attitudes are and unlimited career attitudes on career satisfaction of permanent lecturers with career adaptation variables as mediators. This research method is quantitative with a population of Semarang State University and Walisongo Islamic State University. The sampling technique uses proportional random sampling and the number of samples is 125 respondents. The data analysis method uses descriptive statistical tests and SmartPLS software version 3.0. The results showed that career adaptability is able to mediate the influence of protean career attitudes and boundaryless career attitudes on career satisfaction. For further research are to expand the object of research in various sectors of the company that have higher career prospects with different cultures and for Semarang State University and Walisongo Islamic State University can provide the widest opportunity for educators to develop their skills and mindset for improvement quality of learning and newness of expertise.

### INTRODUCTION

The quality of human resources is inseparable from the career attitude held. This career attitude can help someone to adapt to various job challenges. Human Resources (HR) with high quality are the demands of every organization to be able to achieve the goals set (Sudarma, 2012). The career satisfaction of a person is determined by the difference between what is expected and what is obtained from work or all that he actually receives (Tjahjono, Palupi & Yuasmara, 2015). In contemporary writings about careers, objective and subjective career success receives great attention as an important result of individual career experiences. Career success is defined as the achievement of desired outcomes related to work at any point in a person's work experience from time to time (Arthur, Khapova, & Wilderom, 2005).

Career satisfaction is not the same as job satisfaction. Career satisfaction is defined as the length of their likes and dislikes of people towards their work (Palupiningdyah, 2014). While career satisfaction is the operationalization of subjective career success most common (Heslin, 2005). Career satisfaction is different from life satisfaction. Life satisfaction is also an important thing to pay attention to. In modern times organizational life, employee life satisfaction is a measure of organizational maturity and a sign that the organization is well managed (Wulansari, 2018).

Career construction theory conceptualized human development driven by adaptation to the social environment with the aim of combining humans and the environment (Savickas, Nota, Rossier, Dauwalder, Eduarda, Guichard, Vianen & Van, 2009). There are three components in a

career construction theory, namely vocational personality, life themes and career adaptability (Savickas, 2005).

In recent years, the concept of a protean and unlimited career has framed the thinking of academics and career practitioners. Academics and career practitioners have enjoyed enormous success as accepted metaphors in career theory (Briscoe & Hall, 2006). While that there is some overlap among the protean career attitude and the attitude of a career without limits, as expected, the researchers looked at the attitude and boundless protean career as an independent but related constructs (Briscoe & Hall, 2006).

Protean careers attitude are characterized as careers that are driven by people, not organizations, based on individual goals, encompassing all life spaces, and are driven by psychological success rather than objective successes such as salary, rank, or power (Hall, 2002). A person who has a protean career attitude is expected to be able to feel psychological success in connection with his career advancement therefore someone is motivated to plan and pursue meaningful career goals based on his own values (Hall, Briscoe & Frautschy, 2006). Previous research consistently show that protean career orientation is positively related to career satisfaction, but the mechanisms underlying these relationships have not been explored (Volmer & Spurk, 2011).

Boundaryless career orientation without limits emphasizes a contemporary view of careers, in which new types of careers go beyond the boundaries of one company or organization. This boundless career underscores an open-minded attitude towards the world of work (Briscoe, Hall, & Frautschy, 2006). In research (Eby, Butts, & Lockwood, 2003) found that career attitudes without limits have a direct influence on career satisfaction. However, other studies have found that a career attitude without limits does not directly influence career satisfaction (Briscoe, Henagan, Burton, & Murphy, 2012).

The results of observations at Semarang State University and Walisongo Islamic State University obtained data that there was still dissatisfaction with the lecturers' careers. As many as 60% of lecturers remain dissatisfied with their career achievements so far, 56% are dissatisfied with progress in achieving career goals, 64% are dissatisfied with the progress of earning income, 58% are dissatisfied with advancing opportunities that match career goals. For this reason, this study aims to determine the effect of protean and unlimited career attitudes on career satisfaction of permanent lecturers

through the role of career adaptation. Semarang State University with academic management autonomy and its organization must be able to create prosperity for its stakeholders, especially its employees, to enable them to develop their performance professionally and become more productive (Martono & Wulansari, 2018). For this reason career satisfaction is very important for the welfare of educators. Lecturers, in relation to the sustainability of knowledge transfer, need to develop a guide model for their peers to achieve a balance between creativity, innovation, and morality (Pudjiarti, Wahyudi & Suharnomo, 2017).

## Hypothesis Development

### Effects of Protean Career Attitudes on Career Adaptability

The concept of a protean career includes the degree to which an individual shows career orientation that is self-directed and value oriented in their personal career management (Briscoe & Hall, 2006). A person who does not have a protean career attitude will be more likely to rely on external nature than internal and more likely to seek external direction and assistance in career management behavior rather than being more proactive and independent. Individuals with protean career attitudes report higher levels of career satisfaction (Vos & Soens, 2008). In career construction theory, adaptation resources help shape the strategies individuals use to direct their adaptive behavior (Savickas & Porfeli, 2012). Previous research found that protean career attitudes have a positive influence on career adaptation (Creed, Macpherson, & Hood, 2011).

This study argues that the higher the protean career attitude a person has, the better his career adaptation ability can be. so the following hypothesis is proposed:

H1 : Protean's career attitude positively on career adaptability

### Effects of Boundaryless Career Attitudes on Career Adaptability

Boundaryless career attitudes can be defined as one of independence and not dependence on something which the arrangement involving traditional organizational career opportunities that go beyond a single employer (Defillippi & Arthur, 2014). Someone with a mindset without limits will feel comfortable, even enthusiastic in creating and maintaining active relationships outside the organizational boundaries. The concept of career adaptation can be useful in considering

how a person can be helped to improve orientation without limits and therefore, employees will experience greater career satisfaction (Stauffer, Abessolo, & Zecca, 2018). Previous research found that protean career attitudes had a positive influence on career adaptation (Creed, Macpherson, & Hood, 2011).

This study argues that the higher the career attitude without limits owned by a person, it can increase the ability of career adaptation. so the following hypothesis is proposed:

H2: Boundaryless career attitudes positively on career adaptation

### **Effects of Career Adaptability At Satisfaction Career**

A career adaptability is an ability that includes attitudes, competencies and behaviors used by individuals in adjusting to work according to their wishes (Savickas, 2005). Someone who has self-confidence, curiosity in exploring the environment and confidence in dealing with obstacles will help create his water satisfaction. This means that someone will reach the level of career satisfaction when he is able to adapt his career well. Previous research has found that a person's career adaptation ability can help improve career maturity (Tolentino, Raymund, Garcia, Lloyd, Restubog, Bordia, & Tang, 2013).

This study argues that the higher the career attitude without limits owned by a person, it can increase the ability of career adaptation. So the following hypothesis is proposed:

H3: Career adaptability positively on career satisfaction

### **Effect of Protean Career Attitudes On Career Satisfaction**

Conceptualizing the protean career attitude that reflects personal feelings indicates that this attitude will involve individuals in managing their own careers (Vos & Soens, 2008). Individu with protean career attitude of striving for psychological success means to achieve success, someone set themselves challenging goals and invest a lot of effort that results in success or failure and then on reaching a certain psychological success rate (Briscoe, Hall, & Frautschy, 2006). In another study, it was found that job satisfaction can increase the suitability between personal values where the protean career attitude indicates a value match with the company (Rejeki & Wulansari, 2015). Previous research suggests that someone who has an independent attitude and believes in his personal values will have greater career satisfaction (Vos & Soens, 2008).

This study argues that the higher the career attitude without limits owned by someone, it can

increase career satisfaction. So the following hypothesis is proposed:

H4: Protean career attitudes positively on career satisfaction

### **Effect of Boundaryless Career Attitude on Career Satisfaction**

People with an unlimited mindset enjoys working on projects with people in many organizations and feels excited and enthusiastic to be involved in new experiences and situations outside the organization (Volmer & Spurr, 2011). People who successfully creates relationships outside his organization will bring up a feeling of satisfaction in the career achieved. Someone will look for many opportunities and like new things in their work . Previous research suggests that a person's unlimited thought patterns can increase career satisfaction (Colakoglu, 2011) .

This study argues that the higher the career attitude without limits owned by a person, it can increase his career satisfaction. So the following hypothesis is proposed:

H5: Boundaryless career attitudes positively on career satisfaction

### **Effect of Protean Career Attitude On Career Satisfaction mediated by Career Adaptability**

People who understands more about career adaptability can clarify how showing the characteristics of a protean or unlimited career can affect his career satisfaction. Someone with a protean career attitude is satisfied with their career direction because they have developed psychological resources to overcome job challenges which will then help increase their career satisfaction (Stauffer, Abessolo, & Zecca, 2018). In the same study found that career adaptation is able to mediate the effect of protean career attitudes on career satisfaction.

This study argues that the ability of career adaptation is able to increase the effect of protean career attitudes on career satisfaction so that the following hypothesis is proposed:

H6: Career adaptability mediated the effect of protean career attitudes on career satisfaction

### **Effect of Boundaryless Career Attitudes on Career Satisfaction mediated by Career Adaptation**

The concept of adaptability can be useful in considering how employees can be helped to improve orientation indefinitely and therefore, employees will experience greater career satisfaction (Stauffer, Abessolo, & Zecca, 2018). Unlimited career attitude competence is a predictor of psychological success and is used to assess career achievement which in turn raises feelings of satisfaction in the success of his career (Eby, Butts, & Lockwood, 2003). Previous studies have revealed that career adaptation is able to mediate the influence of career attitudes indefi-

nity on career satisfaction (Stauffer et al., 2018).

This study argues that the ability of career adaptation is able to increase the influence of career attitudes indefinitely on career satisfaction so the following hypothesis is proposed:

H7: Career adaptability mediated the effect of Boundaryless career attitudes on career satisfaction

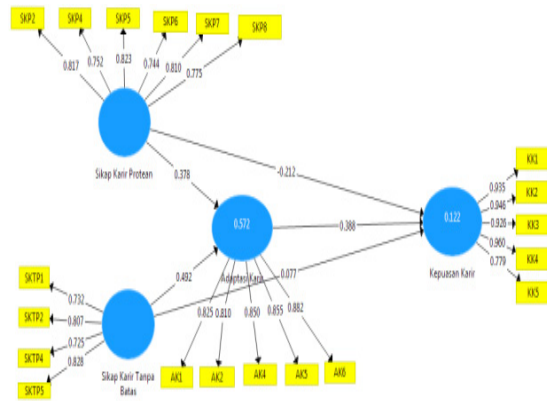


Figure 1. Research Model

## METHOD

This research method is quantitative. The sample in this study were permanent lecturers at Semarang State University and Walisongo Islamic State University. The samples used in this study was adjusted to the analytical method used, namely the Structural Equation Model (SEM). In the SEM method, the number of samples used is at least five times the number of parameter variables (Ferdinand, 2006). The number of parameter variables in this study are 25 parameter variables, so that a minimum of 5 x 25 or 125 samples is required. In this study researchers distributed 160 questionnaires and returned 125 questionnaires. Thus, the number of samples used was 125 respondents for 2 universities. The sampling technique uses multi-stage sampling technique and the number of samples is 125 people. The method of data analysis uses descriptive statistical tests and SmartPLS software version 3.0.

Table 1. Cross Loading Values

	Career Adaptability	Career Satisfaction	Protean Career Attitudes	Boundaryless Career Attitudes	Category
CA1	0.825	0.187	0.426	0.595	Valid
CA 2	0.810	0.274	0.682	0.563	Valid
CA 4	0.850	0.265	0.507	0.573	Valid
CA 5	0.855	0.271	0.430	0.579	Valid
CA 6	0.882	0.291	0.564	0.571	Valid
CS1	0.257	0.935	0.055	0.198	Valid
CS 2	0.328	0.946	0.044	0.284	Valid
CS 3	0.218	0.926	-0.031	0.140	Valid
CS 4	0.243	0.960	0.022	0.190	Valid
CS 5	0.340	0.779	0.235	0.231	Valid
PCA2	0.639	0.184	0.817	0.486	Valid
PCA 4	0.380	-0.029	0.752	0.306	Valid
PCA5	0.485	0.117	0.823	0.479	Valid
PCA 6	0.365	-0.090	0.744	0.299	Valid
PCA 7	0.518	-0.001	0.810	0.359	Valid
PCA 8	0.474	0.043	0.775	0.386	Valid
BCA1	0.467	-0.004	0.480	0.732	Valid
BCA 2	0.614	0.295	0.401	0.807	Valid
BCA 4	0.398	0.111	0.335	0.725	Valid
BCA 5	0.581	0.241	0.364	0.828	Valid



**Table 2.** AVE Values

VARIABLE	AVE Values
Career Adaptability	0.713
Career Satisfaction	0.831
Protean Career Attitudes	0.620
Boundaryless Career Attitudes	0.599

behaviors, such as work mobility, but is rather a mindset about career, more specifically an attitude toward career that reflects freedom, self-direction, and makes choices based on one's personal values (Briscoe & Hall, 2006). A lecturer who has a high protean career attitude can direct his career well. How his career going forward, how to adjust to the career environment and face challenges that might occur.

**Table 3** Path Coefficients Results

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
CA -> CS	0.388	0.399	0.144	2.700	0.004
PCA -> CA	0.378	0.378	0.096	3.947	0.000
PCA -> CS	-0.212	-0.212	0.115	1.851	0.032
BCA-> CA	0.492	0.494	0.087	5.652	0.000
BCA -> CS	0.077	0.076	0.127	0.600	0.274

**Tabel 4.** Total Indirect Effect

Variable	Original Sample	T Statistics	P Values
Protean Career Attitudes Career satisfaction	0.147	2.228	0.013
Boundaryless Career Attitudes Career satisfaction	0.191	2.192	0.014

#### Effect of Protean Career Attitudes on Career Adaptability

Based on the test results bootstrapping by using Partial Least Square (PLS) the value of the original sample 0.378 and 3.947 t statistic > 1.65 with p value 0.000 < 0.05. So that H1 in this study is supported, meaning that the protean career attitude has a positive effect on career adaptation. The protean career attitude held by permanent lecturers from Unnes and UIN Walisongo Semarang can improve their career choices. This is in line with research (Creed Macpherson, & Hood, 2011) which states that protean career attitudes have a positive effect on career satisfaction. It means that the higher protean career attitude held by a lecturer will be able to improve his ability to adapt to a career. Someone who has an attitude of independence, a career that is driven by his own values and beliefs will be able to plan his career well and be able to adapt to the ever changing environment. Protean career orientation does not imply certain

#### Effect of Boundaryless Career Attitudes on Career Adaptability

Based on the bootstrapping test results using Partial Least Square (PLS) the original sample value is -0.212 and t-statistics 1.851 > 1.65 with p value 0.032 < 0.05. So H2 in this study was supported. This means that the higher the attitude of one's career without limits, the more the ability of that person to adapt to a career will be further enhanced. The results of this study are in line with research by Creed, Macpherson, and Hood (2011) which states that someone who has a career attitude without high limits can improve his adaptation in career means the higher career attitude without limits that is owned by permanent lecturers at Unnes and UIN Walisongo Semarang it will further increase the ability in career adaptation.

A lecturer who wants to try new things, for example trying new ideas in learning methods, teaching methods and actively establishing relationships with others outside his organization can easily adapt to his career.

Career adaptation will make it easier to complete work assignments that may be difficult to complete. In addition, a career without limits underscores an open-minded attitude towards the world of work. This is in line and related to the ability of career adaptation where one adaptation ability will develop through interactions between the world within a person and the outside world (Savickas & Porfeli 2012). In addition, adaptation resources help shape the strategies individuals use to direct their adaptive behavior. So that the broader a person is in being open minded the better his career adaptation will be.

### Effect of Career Adaptability On Satisfaction Career

Based on the results of the bootstrapping test using Partial Least Square (PLS) the original sample value was 0.388 and the t-statistic was  $2.700 > 1.65$  with a p value of  $0.004 < 0.05$ . So that H3 in this study is supported. it means that the better the adaptation ability of a person, the higher the level of career satisfaction. This result is in line with research by Tolentino, Raymund, Garcia, Lloyd, Restubog, Bordia, & Tang ( 2013) which states that the ability of career adaptation can have a positive effect on one's career satisfaction, meaning that the higher the career adaptation of a lecturer, it will increase his career satisfaction.

Career adaptability reflects psychological resources that can help individuals to face vocational and life challenges (Savickas & Erick, 2012). Being a lecturer is inseparable from a problem or obstacle in carrying out his duties and responsibilities. A lecturer is required to have the ability to teach science, but not only that lecturers also conduct research and service. It is in this process that challenges can arise that will affect satisfaction in his career.

The ability of career adaptation is very important in this case because it involves strategies in dealing with various challenges. The better a person adjusts to his career environment, the better the strategies used in dealing with various obstacles that may arise. This ability will then trigger one's feelings of satisfaction towards his career because he is able to adapt well and solve various problems. So that the better the adaptation of one's career, the more they will increase their career satisfaction.

### Effect of Protean Career Attitude On Satisfaction Career

Based on the bootstrapping test results using Partial Least Square (PLS) the original

sample value - 0.212 and t-statistics  $1.851 > 1.65$  with p value  $0.032 < 0.05$ . So that H4 in this study is not supported. This means that the higher the protean career attitude of a person is not able to increase his career satisfaction. These results are in line with research by Kim and Terry (2017) which states that protean career attitudes do not have a positive effect on career satisfaction. This may be due to the fact that someone with high individual scores tries to guide his career according to one's own standards. Can be seen from the protean career attitude index figures on the third indicator which states "In terms of my career a very individual person" indicates the medium category. This means that not everyone will close themselves with others in sharing stories or experiences in career matters. Because someone definitely needs someone else to listen to various matters concerning his career. In addition, it might be due to the fact that someone with high personal values tries to guide his career according to the person's own standards. However, if these values are not in line with the requirements of today's organizations, the attitude career did not change by personal values may not be related to subjective career success (Kim & Beehr 2017).

The creation of ideal behavior is based on the idea that individual interests and organizational interests can be harmonized to achieve organizational goals, namely to improve performance and excellent service (Sudarma, 2014). Incompatibility value between the organization and its employees led to the consequence of individuals and organizations that are negative (Kristof, Zimmerman, & Johnson, 2005). That mean a lecturer with the ability of the intellectual high and competence that match their respective fields can not be separated from the difference between personal values with the values held organization. That is because the personal values of each individual are different. Not necessarily thoughts and ideas in themselves in accordance with the ideas or policies of the organization. Based on researchers' interviews with permanent lecturers from Unnes and UIN Walisongo Semarang, the results show that a lecturer does not depend on himself to advance his career. In addition, lecturers will consider the thoughts of others in career decisions taken. Lecturers do not socialize only in the campus environment but also in family and community environments that can be taken into consideration. This means that a lecturer will need other people's thoughts in every decision taken in his career because he thinks that he cannot possibly succeed just by relying on his personal values.

### **Effect of Boundaryless Career Attitude on Career Satisfaction**

Based on the bootstrapping test results using Partial Least Square (PLS) the original sample value is 0.077 and the t-statistic is 0.600  $< 1.65$  with a p value of  $0.274 > 0.05$ . So that H5 in this study is supported but not significant. This can be interpreted as the higher the attitude of a career without a person's limit may not necessarily increase career satisfaction. This is in line with research by Eby, Butts, & Lockwood, (2003) which states that career attitude without limits has a positive effect on career satisfaction. In theory this hypothesis is supported but the sample in this study shows no significance. This might be due to the sample of lecturers studied from different public universities. Each state university must have its own regulations and policies. Did not rule out the possibility of these policies that affect the career satisfaction of the lecturers. In addition, in filling out the research questionnaire the differences in mindset of each lecturer must be different. Feelings in filling out the questionnaire will affect the results of the study.

In carrying out the profession as a lecturer, of course it cannot be separated from interactions with colleagues both inside and outside the university. Success in relationships outside the university is interesting and can be a motivation for achieving the desired career. Network is considered an important element of success in a career without limits for several reasons. With limited supervision among individuals at this time, one must be well connected within their organization and actively search outside the organization for support and development assistance (Eby et al., 2003).

### **Effect of Protean Career Attitude On Career Satisfaction mediated by Career Adaptability**

Based on the test results bootstrapping by using Partial Least Square (PLS) in the table total indirect effect the value of the original sample of 0.147 and the t-statistic  $2.228 > 1.65$  with p value  $0.013 < 0.05$ . So that H6 in this study was supported. This can be interpreted as the higher the protean career attitude of a person, the higher the career satisfaction through the role of career adaptation. So career adaptation is able to mediate the effect of protean career attitudes on career satisfaction. This is in line with research by Stauffer Abessolo, and Zecca (2018) which states that career adaptation is able to mediate the influence of protean career attitudes on career satisfaction. Consistently protean career orientation is positively related to career satisfaction, but the

mechanisms underlying these relationships have not been explored (Volmer & Spurk 2011). In other studies it was found that protean career attitudes did not have a positive effect on career satisfaction (Kim & Beehr 2017). In this case, career adaptation is proven to be a bridge that connects protean career attitudes and career satisfaction. Career adaptation is the key to exploring this relationship. A lecturer who has a protean career attitude may not necessarily be able to increase his career satisfaction. That may be because the value they have does not match the current value of the organization (Kim & Terry 2017). For this reason, we need an ability to adjust to a constantly changing career environment. In this case the ability of career adaptation is able to predict the effect of protean career attitude on career satisfaction. A lecturer who has career adaptation abilities will easily achieve career satisfaction even while maintaining personal values. Being independent and not dependent on others will be able to increase career satisfaction easily when he is able to adapt his career well.

Through career adaptation, lecturers can plan their careers, control their duties and responsibilities well, direct their own careers according to their wishes and do not question other people's thinking about career decisions because they believe and believe in values that are pushed from within. So from these attitudes will bring up a feeling of satisfaction because he managed to achieve his career goals. From there then career satisfaction will increase. Career adaptation is able to make it easier for someone to form a protean career attitude and be able to increase satisfaction with his career.

### **Effect of Boundaryless Career Attitude on Career Satisfaction mediated by Career Adaptability**

Based on the test results bootstrapping by using Partial Least Square (PLS) in the table total indirect effect the value of the original sample of 0.191 and the t-statistic  $2.192 > 1.65$  with a p value of  $0.014 < 0.05$ . So that H7 in this study is supported. This means that the higher the person's attitude career indefinitely then be higher career satisfaction through career adaptability. In this case career adaptation is able to mediate the influence of career attitudes indefinitely on career satisfaction. The results of this study are in line with the research of Stauffer Abessolo, and Zecca (2018) which states that career adaptation mediates the influence of unlimited career attitudes on career satisfaction.

A lecturer who has a career attitude without limits will be easy to achieve career satisfac-

tion when he is able to adapt his career well. Career adaptation plays a very important role in this case because career adaptability is an ability that includes attitudes, competencies and behaviors used by individuals in adjusting to work in accordance with their wishes (Savickas, 2005). Being a teacher is not only limited to interacting with students in the classroom, but more than that faculty certainly will meet many people from different universities and organizations. A lecturer also has the mindset to look for many opportunities outside his university by establishing cooperation and relationships. From the various attitudes without limits it requires the ability to adjust to all existing work activities. The more extensive the relationship then it will be more challenges that must be passed.

Career adaptability abilities help one to face various vocational challenges. By having a career attitude without limits and assisted with career adaptability skills, lecturers can achieve career satisfaction easily. The concept of adaptability can be useful in considering how a person can be helped to improve orientation indefinitely and therefore one will experience greater career satisfaction (Stauffer et al., 2018).

## CONCLUSIONS AND RECOMMENDATIONS

The protean career attitudes has a positive and significant influence on career adaptation. This means that protean's career attitude can improve the career adaptation ability of permanent lecturers at Semarang State University and Walisongo State Islamic University. A career attitude without limits has a positive and significant influence on career adaptation. This means that career attitudes without limits can improve the career adaptability ability of permanent lecturers at Semarang State University and Walisongo State Islamic University. Adaptability to choose a career positive and significant impact on career satisfaction. This means that career adaptability ability can increase the career satisfaction of permanent lecturers at Semarang State University and Walisongo State Islamic University. Protean career attitudes has a negative and significant influence on career satisfaction. This means that protean's career attitude is not able to increase the career satisfaction of permanent lecturers at Semarang State University and Walisongo State Islamic University. Career attitude without limits has a positive but not significant effect on career satisfaction. This means that career attitudes without boundaryless may not be able to increase career satisfaction owned by permanent lecturers at

Semarang State University and Walisongo State Islamic University. This may be because someone needs another trigger in career satisfaction. Ideally, the employee's career must continue to increase from year to year. Therefore, it is the duty of leaders to foster by providing assistance so that each employee can develop the ability to obtain promotional opportunities in the future, so that there will be some changes in employee behavior (Sudarma, 2014).

Ability in career adaptation is able to mediate the full influence of protean career attitudes on career satisfaction. This means that career adaptation capabilities possessed by lecturers can increase the influence of protean career attitudes on the career satisfaction of permanent lecturers at Semarang State University and Walisongo State Islamic University. Career adaptation is able to mediate the full influence of career attitude without limits on career satisfaction. This means that career adaptation capabilities possessed by lecturers are able to increase the influence of career attitudes indefinitely on the career satisfaction of permanent lecturers at Semarang State University and Walisongo State Islamic University. Future research can expand the object of research in various sectors of the company or industry that have higher career prospects with culture. Semarang State University and the Islamic State University of Walisongo State in order to provide the widest possible opportunity for educators to develop their skills and mindsets to improve the quality of learning and newness of expertise.

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