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The Effect Of Protean Career Orientation On Work Life Balance And Career Planning On Employee Of PT. Supraprimatamanusantara

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Abstract

This study aims to determine the effect of Protean Career Orientation on Work-life balance and Career Planning on employees of PT. Supra Primatama Nusantara. The research sample totaled 119, but only 110 questionnaires were collected and which were declared complete and only 100 questionnaires could be obtained. The survey was conducted online and the research was processed using Structure Equation Models (SEM) with SmartPLS 3.2.7 software.This study found a significant positive effect of the two independent variables on the Protean Career Orientation variable obtained from the R-square results for Work-Life Balance of 50,7% and Career Planning of 56,5%. indicating every employee who has a high level of Protean Career Orientations, can be proactive in carrying out work, take initiative, wants to bring change to the organization and can anticipate problems that may occur in the future, and can support his career development in the future, and can support his career development in the future. It concludes that the company can implement a working system or in the form of traning that explains the concept of Work-Life Balance and Career Planning, so that employees are expected to understand the importance of running a planned life, both in the career field and also in daily life as a society.

Keywords: Career Orientation, Balanced Life, and Career Planning, Structure Equation Models

1. Introduction

Today's HR continues to grow and try to compete with each other in their respective fields of work, employees can plan and manage their own careers in the future, meanwhile in the past traditional careers did not work like that. Traditional careers according to (Dessler,2017), are careers that are externally oriented to an individual, emphasizing a vertical increase in the position, status and work rewards that have been set by the organization. Meanwhile, in contrast to traditional careers, the

phenomenon of today's careers is more dependent on the individual who undertakes them. This type of career is commonly referred to as a protean career. The word Protean is taken from the name of one of the gods of Greek mythology, Proteus, who can change shape at will (Cao et al.,2014). According to (Gulyani and Bhatnagar,2017), Protean Career Orientation is an individual orientation to take full control over his career and career path in the future.

In practice, Protean Career Orientation (PCO) creates a relationship with work-life balance behavior which is a behavior that focuses on running a balanced career and life, as according to (Direnzo et al.,2015&Mohd Rasidi,2015). Furthermore, (Greenhaus&Kossek, 2014) said that "PCO and work-life balance can be explained by three career development factors that have been viewed as contributors to the successful growth of a career: career planning (career capital and employability)".

In addition to PCO related to Work Life Balance, PCO is also related to Career Planning which consists of Human capital, Social capital, Psychology capital, Employability and Whole Life Representative (Herrmann et al.,2015). PCO generates enthusiasm in employees to continue to learn (add more abilities) and socialize to then motivate them to put more effort into their work (Fay &Sonnentag,2012). This is commonly referred to as Passion for Work where passion is a passionate feeling of motivation, constant execution of a particular job or activity. (De Clercq, et al., 2013).

The problem that researchers found in the Sumatra Region (Medan, Batam, Padang, Jambi, Palembang, and Lampung) showed that not all employees felt that their career life was balanced with their personal life, this happened to the engineer team or Network Operation Access, Network Operation Distribution, Project Engineer, Marketing and Branch Managers. They are required to have high loyalty to be ready to serve if there are customer complaints at any time, because this has been stated as in the Service Level Agreement (SLA) with a percentage of 99.8%. If the company cannot run it, the company can give warnings to employees, as well as restitution to customers, which means it can reduce the revenue branch and KPI or targets of each employee. This study was conducted to further analyze the relationship between these variables, especially those that occur in profit organizations in Indonesia, in order to obtain the following research questions:

1. How does the Protean Career Orientation affect Work Life Balance?
2. How does the Protean Career Orientation affect Career Planning?.

2. Literature Review

Research conducted by GaathaGulyani, JyotsnaBhatnagar (2017) with the title "Relationship between

protean career attitude and proactive work behavior" with research variables, Independent: -Protean career attitude Dependent: -Proactive work behavior Intervening: -Passion for work, about protean career in millennial employees in India which shows that protean career attitude helps in growing passion for work, in other words, it has a direct positive relationship and also protean career attitude has a positive effect on proactive work behavior. Passion for work is positively related to proactive work behavior and fully mediates the relationship between protean career attitude and proactive work behavior.

Research by Dan S. Chiaburu, Vicky L. Backer and Adrian H. Pitariu (2006) with the title "Beyond being proactive: what (else) matters for career self-management behaviors?" which explains that proactive behavior is positively related to career self-management, with developmental feedback-seeking as an outcome of the relationship. Proactive behavior is positively related to self-management behavior. Career resilience mediates this relationship. In addition, proactive behavior and public consciousness have an interactive effect, with developmental feedback-seeking behaviors as a result. This is reinforced by the findings from the research of De Vos and Segers (2013) which explains that self-management is positively related to decision making by employees at work or what can be called work behavior.

Research by Lan Cao, Andreas Hirischi and Jürgen Deller (2013) with the title "The positive effects of a protean career attitude for self-initiated expatriates" which explains why and how a protean career attitude can positively affect the experience of self-initiated expatriates. The results of research that have been carried out empirically provide support for the model proposed by the researchers: there is a positive relationship between protean career orientation and the three main outcomes of expatriates (career satisfaction, life satisfaction and intention to stay in the host country) mediated by cross-cultural adjustment of self. - Positively initiated expatriates.

Research by Siew Chin Wong and RoziahMohdRasdi (2015) with the title "Predictors of protean career and the moderating role of career strategies among professionals in Malaysian Electrical and Electronics (E & E) Industry" which discusses the influence of variables related individually and moderate role of career strategy on protean career among professionals in the Malaysian Electrical & Electronics (E&E) industry. The results showed that individually related variables, namely self-efficacy, outcome expectation, goal orientation and locus of control were seen as potential predictors of protein careers. There is a moderate effect of career strategy on the relationship between goal orientation and protean career among professional employees.

Research by Gagne and Deci (2005) which shows the total dedication to work shown by employees with an element of passion for work produces positive feelings towards work and its achievements so that it triggers voluntary work to become one's identity. Employees work harder and are proactively involved in life at work, so that there is a link between passion for work and proactive work behavior. So this study shows a positive influence between passion for work and proactive work behavior.

Research by Soens and De Vos (2008) which shows the results of this study supports a direct relationship between protean career and self-management where self-management mediates the relationship between protean career and career success.

Hypothesis

The background, problems, research objectives and framework of thought that have been set above can be proposed the following hypotheses:

H1: Protean Career Orientation has a positive effect on Work Life Balance

H2: Protean Career Orientation has a positive effect on Career Planning

In this study, measurement of the effect of the independent variable, namely Protean Career Orientation (X1) on the dependent variable, namely Work Life Balance (Y1) and Career planning (Y2) was carried out.

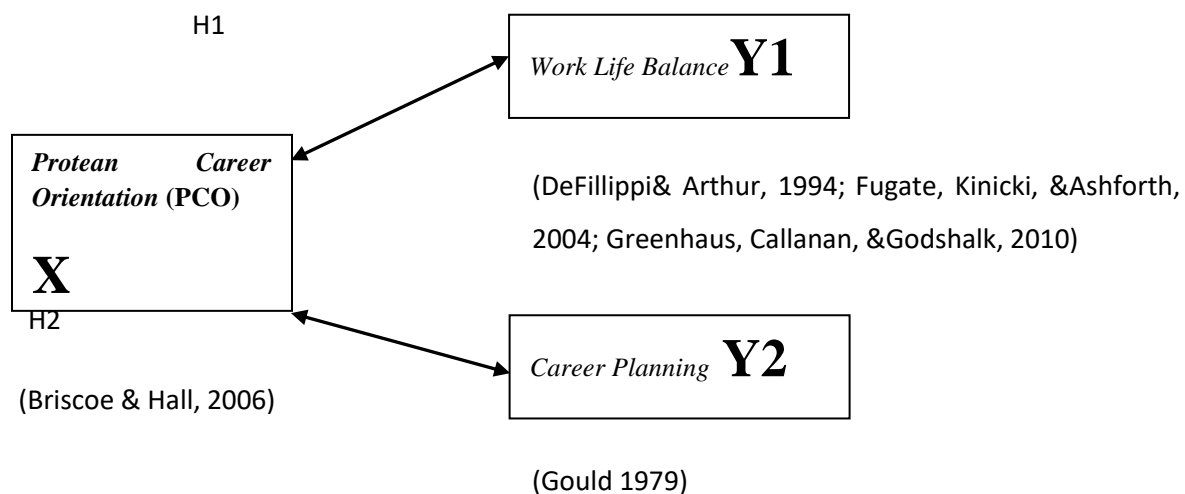Based on this hypothesis, the framework in this study is as follows:

Figure 1. Framework of Effect of Protean Career Orientation on Work Life Balance and Career Planning

Source: data that has been processed by the author (2021)

3. Research Method

This study uses quantitative research methods with a descriptive approach. The data used in this study are primary and secondary data. The data collection methods used in the study were questionnaires, interviews, observations, and documents. The independent variable in this study is Protean Career Orientation (X). The dependent variable in this study is Work Life Balance (Y1), and Career Planning (Y2).

In this study, the variables were measured using five questions in the research questionnaire. The scoring technique uses a Likert scale of 1 – 5 and the assessment is carried out based on the answers given by the respondents to the questions posed in the questionnaire.

In this study the population is all employees or staff who work in the PT. Supra Primatama Nusantara Branch (Medan, Batam, Padang, Jambi, Palembang, and Lampung). Sample totaled 119, but only 110 questionnaires were collected, which were declared complete and only 100 questionnaires could be obtained. The survey was conducted online and the research was processed using Structure Equation Models (SEM) with SmartPLS 3.2.7 software.

Variable Index Number Analysis

The trend towards research variables is based on the average value (index) which is categorized into a range of scores based on the Three-box Method (Ferdinand, 2006) where the calculation is as follows:

$$\text{Upper limit} = \frac{\%F \times 5}{5} = \frac{80 \times 5}{5} = 80$$

$$\text{Lower limit} = \frac{\%F \times 1}{5} = \frac{80 \times 1}{5} = 16$$

Based on the above calculation, it is found that the upper limit is 80 and the lower limit is 16 with a range of 64. Furthermore, based on the three box method criteria, the range of 64 will be divided into three parts and produce a score range of 21.3. Furthermore, the range of scores will be used to interpret the index values as follows:

16 – 37.3   = Low

37.4 – 58.7   = Medium

58.8 – 80   = Height

Base on the Likert Scale used in this study, using a Likert Scale with a range of 1 – 5. So the calculation of the index value used is as follows:

$$\text{Index Value} = \frac{(\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5)}{5}$$

The results of the answers from each respondent on the Protean Career Orientation variable are:

ITEM		Skor					N	TOTAL	INDEKS	KET
		1	2	3	4	5				
PCO_1	f	1	3	18	50	28	100	401	80.2	Height
	fxs	1	6	54	200	140				
PCO_2	f	1	3	15	48	33	100	409	81.8	Height
	fxs	1	6	45	192	165				
PCO_3	f	1	4	15	50	30	100	404	80.8	Height
	fxs	1	8	45	200	150				
PCO_4	f	0	4	13	50	33	100	412	82.4	Height
	fxs	0	8	39	200	165				
PCO_5	f	1	2	16	45	36	100	413	82.6	Height
	fxs	1	4	48	180	180				
PCO_6	f	1	2	14	48	35	100	414	82.8	Height
	fxs	1	4	42	192	175				
PCO_7	f	1	6	15	44	34	100	404	80.8	Height
	fxs	1	12	45	176	170				
PCO_8	f	1	0	12	50	37	100	422	84.4	Height
	fxs	1	0	36	200	185				
Total								3279	81,975	Height
Average								409,875		

Table 1. Protean Career Orientation Variable Index Score

Source: data that has been processed by the author (2021)

The results of the answers from each respondent on the Work Life Balance variable are:

ITEM		Skor					N	TOTAL	INDEKS	KET
		1	2	3	4	5				
WLB_1	f	1	0	14	52	33	100	416	83.2	Height
	fxs	1	0	42	208	165				
WLB_2	f	1	1	13	60	25	100	407	81.4	Height

ITEM		Skor					N	TOTAL	INDEKS	KET
		1	2	3	4	5				
	fxs	1	2	39	240	125				
WLB_3	f	0	3	11	54	32	100	415	83	Height
	fxs	0	6	33	216	160				
WLB_4	f	1	1	12	52	34	100	417	83.4	Height
	fxs	1	2	36	208	170				
WLB_5	f	0	2	8	58	32	100	420	84	Height
	fxs	0	4	24	232	160				
WLB_6	f	1	1	9	50	39	100	425	85	Height
	fxs	1	2	27	200	195				
WLB_7	f	0	3	8	56	33	100	419	83.8	Height
	fxs	0	6	24	224	165				
WLB_8	f	1	1	12	51	35	100	418	83.6	Height
	fxs	1	2	36	204	175				
WLB_9	f	0	3	9	59	29	100	414	82.8	Height
	fxs	0	6	27	236	145				
Total								3751	83.36	Height
Average								416.8		

Table 2. Work Life BalanceVariable Index Score

Source: data that has been processed by the author (2021)

The results of the answers from each respondent on the Career Planning variable are:

ITEM		Skor					N	TOTAL	INDEKS	KET
		1	2	3	4	5				
CP_1	f	1	1	23	48	27	100	398	79.6	Height
	fxs	1	1	69	192	135				
CP_2	f	1	2	12	54	31	100	412	82.4	Height
	fxs	1	4	36	216	155				
CP_3	f	1	4	11	56	28	100	406	81.2	Height

ITEM		Skor					N	TOTAL	INDEKS	KET
		1	2	3	4	5				
	fxs	1	8	33	224	140				
CP_4	f	0	3	9	56	32	100	417	83.4	Height
	fxs	0	6	27	224	160				
CP_5	f	1	3	8	42	46	100	429	85.8	Height
	fxs	1	6	24	168	230				
CP_6	f	0	3	7	45	45	100	432	86.4	Height
	fxs	0	6	21	180	225				
CP_7	f	0	3	11	56	30	100	413	82.6	Height
	fxs	0	6	33	224	150				
CP_8	f	0	2	7	41	50	100	439	87.8	Height
	fxs	0	4	21	164	250				
CP_9	f	0	2	10	53	35	100	421	84.2	Height
	fxs	0	4	30	212	175				
CP_10	f	1	0	15	54	30	100	412	82.4	Height
	fxs	1	0	45	216	150				
HC_1	f	0	3	14	47	36	100	416	83.2	Height
	fxs	0	6	42	188	180				
HC_2	f	0	2	12	47	39	100	423	84.6	Height
	fxs	0	4	36	188	195				
HC_3	f	1	2	9	43	45	100	429	85.8	Height
	fxs	1	4	27	172	225				
HC_4	f	0	4	10	57	29	100	411	82.2	Height
	fxs	0	8	30	228	145				
SC_1	f	1	4	11	57	27	100	405	81	Height
	fxs	1	8	33	228	135				
SC_2	f	0	3	15	59	23	100	402	80.4	Height
	fxs	0	6	45	236	115				
SC_3	f	1	2	12	55	30	100	411	82.2	Height
	fxs	1	4	36	220	150				

ITEM		Skor					N	TOTAL	INDEKS	KET
		1	2	3	4	5				
SC_4	f	1	4	16	51	28	100	401	80.2	Height
	fxs	1	8	48	204	140				
SC_5	f	1	1	20	49	29	100	403	80.6	Height
	fxs	1	1	60	196	145				
PC_1	f	1	0	18	56	30	100	429	85.8	Height
	fxs	1	0	54	224	150				
PC_2	f	1	5	15	52	28	100	405	81	Height
	fxs	1	10	42	212	140				
PC_3	f	2	7	19	51	21	100	382	76.4	Height
	fxs	2	14	57	204	105				
PC_4	f	0	2	6	67	25	100	415	83	Height
	fxs	0	4	18	268	125				
PC_5	f	0	1	10	62	27	100	415	83	Height
	fxs	0	2	30	248	135				
PC_6	f	0	1	8	72	19	100	409	81.8	Height
	fxs	0	2	24	288	95				
PC_7	f	1	0	7	66	26	100	416	83.2	Height
	fxs	1	0	21	264	130				
E_1	f	0	4	10	56	30	100	412	82.4	Height
	fxs	0	8	30	224	150				
E_2	f	0	2	15	49	34	100	417	83.4	Height
	fxs	0	6	45	196	170				
WLR_1	f	1	1	19	45	34	100	409	81.8	Height
	fxs	1	1	57	180	170				
WLR_2	f	1	1	22	47	28	100	396	79.2	Height
	fxs	1	1	66	188	140				
Total								12385	82.56	Height
Average								412.83		

Table 3. Career Planning Variable Index Score

Source: data that has been processed by the author (2021)

A. Convergent Validity

Convergent validity of the measurement model with the indicator reflective model is assessed based on the correlation between the score items/score components and the score construct calculated by PLS. The reflective measure is said to be high if it has a correlation of more than 0.70 with the construct to be measured. However, for research in the early stages of developing a measurement scale, the loading value of 0.5 to 0.60 is considered sufficient (Chin, 1998; in Ghozali, 2006).

B. Discriminant Validity

The discriminant validity test uses the cross loading value. An indicator is declared to meet the requirements of discriminant validity if the value of the cross loading indicator on the variable is the largest compared to other variables (Ghozali, 2014). The value of cross loadings of all indicators on latent variables is greater than other indicators, so it can be concluded that all constructs in this study have met the requirements of Discriminant Validity validly. Discriminant validity which can also be known by looking at the average variant extracted (AVE) value. A good model is required to have an AVE value > 0.05 (Ghozali, 2014).

C. Composite Reliability and Convergent ValidityTest

To ensure that there are no measurement-related problems, the final step in evaluating the outer model is to test the Undimensionality of the model. This test was carried out using Cronbachalpha's and composite reliability with a cut-off value of 0.7.

D. Inner Model Partial Least Square

Structural model analysis or it can also be called inner model is carried out to determine R-square, R-square value is the coefficient of determination on the construct. According to Chin (1995) in Jogiyanto (2009), the R-square value is 0.67 (strong), 0.33 (moderate) and 0.19 (weak).

Predictive Relevance (Q2) or often called predictive sample reuse was developed by Stone (1974) and Geisser (1975) in Ghozali&Latan (2015). This technique can represent the synthesis of cross validation and fitting functions with predictions from observed variables and estimates

of construct parameters.

To validate the overall structural model, the Goodness of Fit Index was used. This index is a single measure to validate the combined performance of the measurement model and the structural model. For this reason the GoF index is calculated from the mean of the square root of the AVE value and the average R-square value with the following formula.

$$GoF = \sqrt{AVE \times R^2}$$

E. Hypothesis test

Determining the significance level of Path Coefficients, the t value generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. At a significance level of 0.05, the hypothesis will be supported if the t-value exceeds the critical value, which is 1.645 (two-tailed) and the probability value (p-value) is less than 0.05 or 5%.

4. Result and Disscussion

In the analysis of the outer model, there are three stages that must be carried out, namely assessing Convergent Validity, Discriminant Validity and Composite Reliability. At the stage of assessing Convergent Validity, it is done by looking at the value of the outer loading on the outer model. The following is a research model that is equipped with the outer loading value on the indicators of each variable.

The outer loading or loading factor is used to test convergent validity. An indicator is declared to meet convergent validity in a good category if the outer loading value is > 0.7. it is known that all indicators of this research variable have an outer loading value of > 7, all indicators have a loading factor value of greater than 0.5. Therefore, it can be concluded that all indicators contained in this study have met the criteria and are declared valid.

Protean Career Orientation is a dependent variable measure by 10 indicators, the test results presented in Figure 2 below:
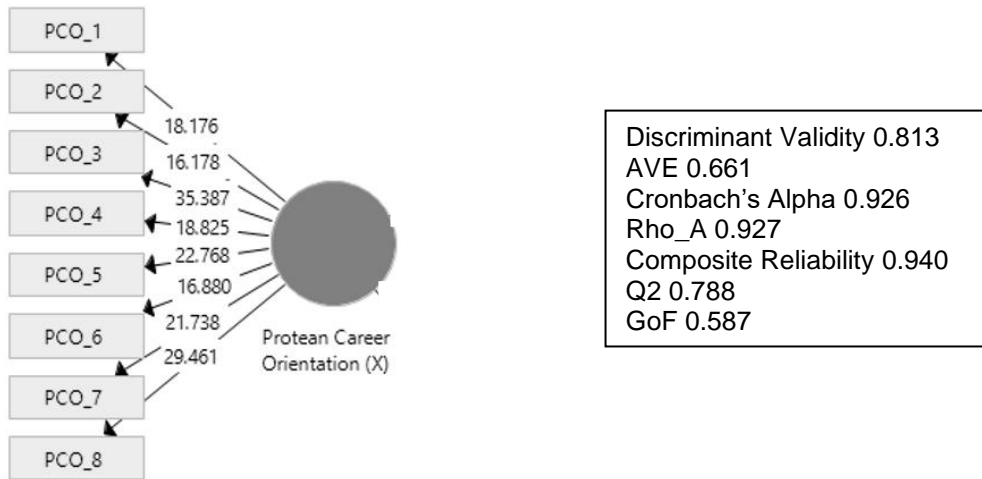
Discriminant Validity 0.813
AVE 0.661
Cronbach's Alpha 0.926
Rho_A 0.927
Composite Reliability 0.940
Q2 0.788
GoF 0.587

Figure 2.Resutof Testing Protean Career Orientation Variables

Source: data that has been processed by the author (2021)

The discriminant validity test uses the cross loading value. An indicator is declared to meet the requirements of discriminant validity if the value of the cross loading indicator on the variable is the largest compared to other variables (Ghozali, 2014). It is known that all AVE values are more than 0.50 (AVE > 0.50). The value of Composite Reliability shows a value of more than 0.70 (Composite Reliability > 0.70). So it can be concluded that all constructs in this study have good validity and reliability and have met the criteria.

Based on the table above, the AVE value of all variables is more than 0.5, where Protean Career Orientation has an AVE value of 0.661, Work Life Balance has an AVE value of 0.647 and Career Planning has an AVE value of 0.616. Thus it can be stated that each variable has good discriminant validity.

Work Life Balance is a dependent variable measure by 9 indicators, the test results presented in Figure 3 below:
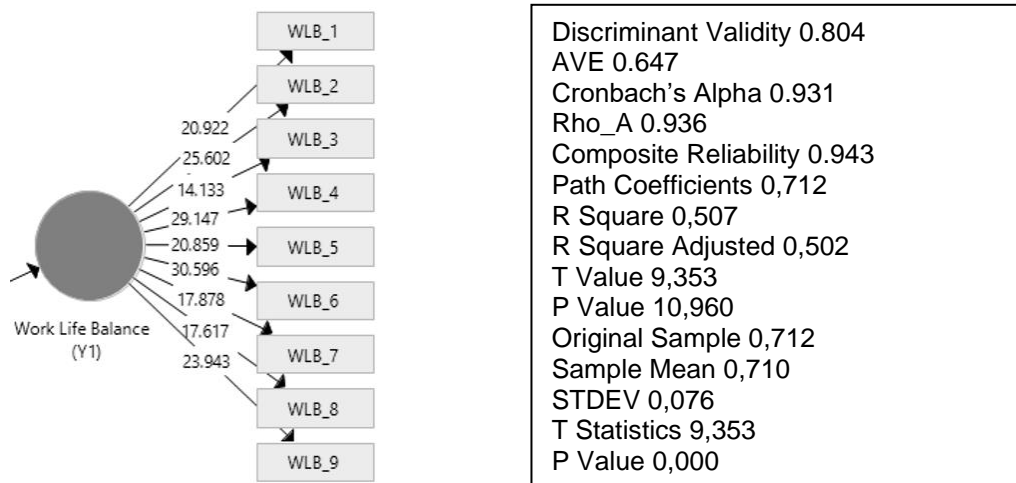
Figure 3. Result of Testing Work Life Balance Variables

Source: data that has been processed by the author (2021)

The value of R-square is the coefficient of determination on the construct. According to Chin (1995) in Jogiyanto (2009), the R-square value is 0.67 (strong), 0.33 (moderate) and 0.19 (weak).

The R Square value of the Work Life Balance variable is 0.507, which means that the Protean Career Orientation variable has an effect of 50.7% on the Work Life Balance variable.

The R Square value of the Career Planning variable is 0.569, which means that the Protean Career Orientation variable has an effect of 56.9% on the Career Planning variable.

From the results above, it can be seen that the lowest category is moderate, so the analysis can be continued. Career Planning is a dependent variable measure by 20 indicators, the test results presented in Figure 4 below:
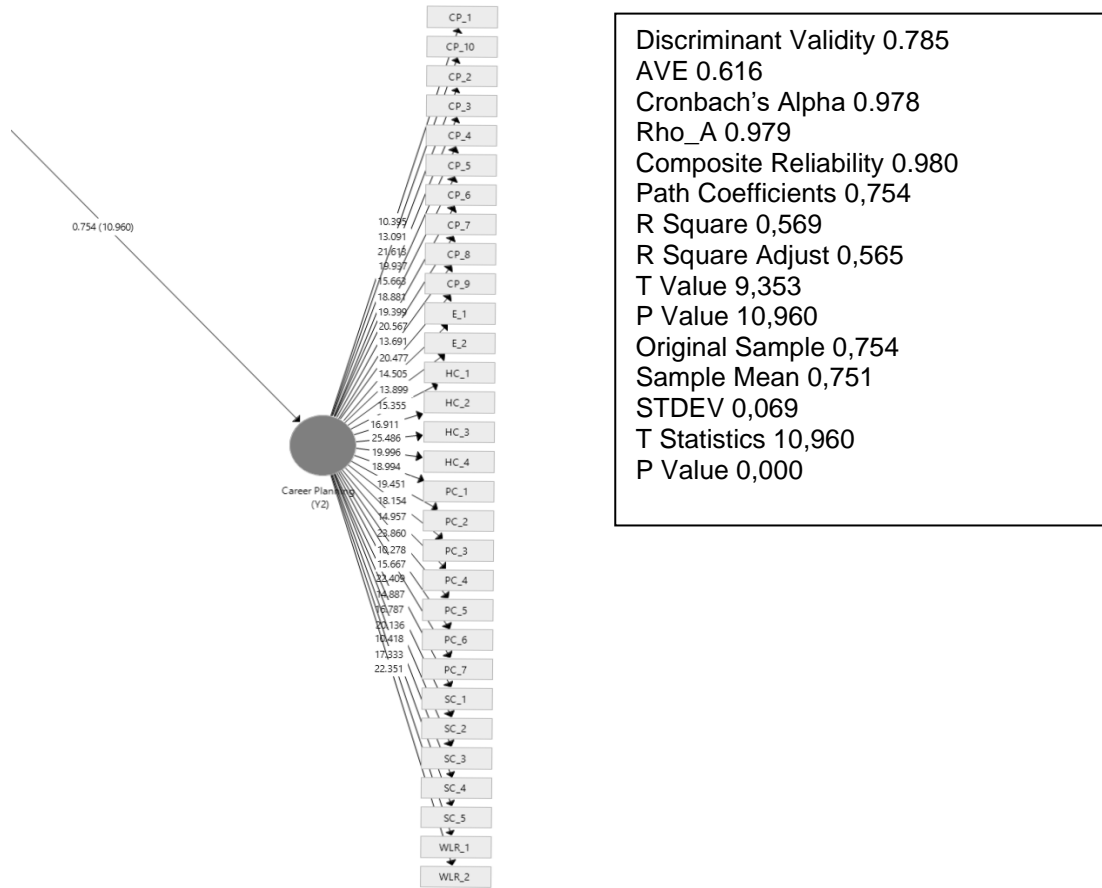
Figure 4.Resut of Testing Work Life Balance Variables

Source: data that has been processed by the author (2021)

Determining the significance level of Path Coefficients, the t value generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. At a significance level of 0.05, the hypothesis will be supported if the t-value exceeds the critical value, which is 1.645 (two-tailed) and the probability value (p-value) is less than 0.05 or 5%.

	Path Coefficient	T Value	P Value	Note
Protean Career Orientation (X) → Work Life Balance (Y1)	0.712	9.353	0.000	Signfikan
Protean Career Orientation	0.754	10.960	0.000	Signifikan

	(X) →Career Planning (Y2)				

Table 4.Protean Career Orientation variable on Work Life Balance and Career Planning

Source: data that has been processed by the author (2021)

It can be seen that the Protean Career Orientation variable on Work Life Balance and Career Planning has a T-Statics value > 1.96. A formative construct passes the construct validity test when all indicators have a T-statics value of 1.96, so that H1 is accepted and H0 is rejected. Based on the research that has been done, it can be seen that the P Value has a value smaller than the 5% significance value (P-Value <0.05), which means that the influence between variables is said to be significant.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Protean Career Orientation (X) →Work Life Balance (Y1)	0.712	0.710	0.076	9.353	**0.000**
Protean Career Orientation (X) →Career Planning (Y2)	0.754	0.751	0.069	10.960	**0.000**

Table 5.Protean Career Orientation variable on Work Life Balance and Career Planning

Source: data that has been processed by the author (2021)

a. Protean Career Orientation has a positive and significant effect on Work Life Balance because the t statistics value is 9.353 or greater than t table = 1.96 and also the p value is 0.000 or less than 0.05.

b. Protean Career Orientation has a positive and significant effect on Career Planning because the t statistics value is 10.960 or greater than t table = 1.96 and also the p value is 0.000 or less than 0.05.

5. Conclusion, Limitation and Future Research

Conclusion

Protean career orientation has a positive and significant effect on Work Life Balance, with a t statistic value of 9.353 or greater than t table = 1.96 and also a p value of 0.000 or less than 0.05. This shows that the higher the level of Protean Career Orientation owned by employees of PT Supra Primatama Nusantara can trigger employees to increase the level of Work Life Balance for the employee.

Protean Career Orientation refers to employee attitudes where employees are responsible for their own work and future careers, not depending on the organization, or how long the employee has been working, so that every employee of PT Supra Primatama Nusantara In addition, employees of PT. Supra Primatama Nusantara oriented to work life balance can control the direction and career development, and in balance with their personal lives, including their family, household, social, health and religious life to achieve predetermined values and goals.

Protean Career Orientation has a positive and significant effect on Career Planning because the t statistics value is 10.960 or greater than t table = 1.96 and also the p value is 0.000 or less than 0.05.

In line with the theory that the researcher uses, namely the variable derivative approach of Career Planning which consists of Human Capital, Social Capital, Psychology Capital, Employability and Whole Life Representative, which shows that the higher the level of Protean Career Orientation owned by employees of PT Supra Primatama Nusantara, then it can improve the career strategy and better work orientation of the employees, and they can also easily make decisions in determining their future work strategies.

Limitation

In the preparation of research that has been carried out by researchers, of course there are still limitations and shortcomings. Some of the limitations that researchers can summarize are as follows:

a. This study only focuses on one company, namely PT Supra Primatama Nusantara, so the results of this study cannot be generalized to all types of similar industries or the scope of work of similar workers.

b. In this study, only knowing the effect of Protean Career Orientation (X1) on the relationship between Work Life Balance (Y1) and Career Planning (Y2), besides that there are still many other factors or variables outside this research model that can affect Protean Career Orientation. It is

known from the results of the R-Square test that the X1 variable has an effect of 50.7% on Y1, and 56.5% on Y2. From these two results, it can be seen that the lowest category is moderate so that the analysis can be continued. However, research can be developed by adding several dependent variables such as Performance, Satisfaction, Rewards, and Corporate Culture.

c. In the research process, it is rare to find journals and sources about the protean career originating from Indonesia because researchers assume that the protean career culture is not fully compatible with the culture in Indonesia.

Future Research

For further researchers who will conduct similar research in the future, it is hoped that they can conduct more in-depth research related to the variables in this study. This research topic can also be developed by adding other variables that affect the Protean Career Orientation such as work culture and corporate culture. The researcher also hopes that further researchers can develop the scale of research into a wider scale, a larger number of samples or research objects in different sectors.

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The results of the answers from each respondent on the Protean Career Orientatio...

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Table 3. Career Planning Variable Index ScoreSource: data that has been processe...

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of construct parameters.To validate the overall structural model, the Goodness of ...

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Discriminant Validity 0.813AVE 0.661Cronbach's Alpha 0.926Rho_A 0.927Compos...

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Discriminant Validity 0.804AVE 0.647Cronbach's Alpha 0.931Rho_A 0.936Compos...

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Discriminant Validity 0.785AVE 0.616Cronbach's Alpha 0.978Rho_A 0.979Compos...

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X) →Career Planning (Y2)Table 4.Protean Career Orientation variable on Work Life ...

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Table 5.Protean Career Orientation variable on Work Life Balance and Career Plan...

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Conclusion, Limitation and Future ResearchConclusionProtean career orientation ...

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known from the results of the R-Square test that the X1 variable has an effect of 5...

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