

The impact of protean and boundaryless career attitudes
on subjective career success:

Examining the moderating role of perceived employability and
exploring the role of person-organization fit

Author: Dara Sengler

Student number: 4097726

First supervisor: Jan Fekke Ybema

Second supervisor: Reine van der Wal

Word count: 8654

Publicly accessible after 01/08/2019

Abstract

The aim of the current study was to gain insight into ways of creating more sustainable careers, when the need for longer professional careers is at an all-time high. Through expanding the empirical work done on the relationships between contemporary career models and career success we sought to provide insight in ways of enhancing employees' experienced career success and preserving their employability. To do so, we tested a model wherein associations between self-management activities, organizational mobility preference, perceived employability and career success have been specified. A survey was conducted among 171 participants, whom were acquired through social media platforms. Positive relationships were found for both perceived employability and self-management activities with career success. A negative relationship between organizational mobility preference and career success was unearthed, in contrast with previous findings. We set out to examine the potential moderating role of perceived employability on the relationship between self-management activities and career success, no support was found for this moderation. Our results did indicate a moderation effect of low perceived employability on the relationship between organizational mobility preference and career success. Furthermore, our results indicated a mediating role of person-organization fit on the relationships of self-management activities and organizational mobility preference with career success. The implications of our findings for understanding the pathways leading to career success are discussed.

Keywords: *person-organization fit; sustainable employability; career success; protean career attitude; boundaryless career attitude; perceived employability*

Introduction

Sustainable employability continues to become of greater importance as the demand for longer professional careers grows, with the age of retirement increasing across the European Union (Dijkers, De Lange & Van der Heijden, 2017). Sustainable employability can be defined as the ability and willpower of employees to function well within their current and future work environment until retirement (Baruch & Altman, 2016; Greenhaus & Kossek, 2014). The sustainable aspect of careers is important for both individual and organizational objectives, as it impacts organizational performance and individual career success.

The demand for longer careers is especially high in the current tight labour market conditions, with many companies suffering from personnel shortages that are suppressing the growth of businesses. Other statistics show that within the Netherlands only 65,7% of older workers (aged 55-64) were active on the labour market in 2017 (Employment rate of older workers, age 55-64, 2019). These figures suggest a gap between political ambitions, market demands and current employment rates and highlight the importance of sustaining individuals' employability.

The current economic environment is characterized by the use of new technologies and the increasing importance of globalization and information technologies. Therefore, job descriptions and tasks are subject to rapid changes and a need for up-to-date knowledge (Lazarova & Taylor, 2009). In the current career landscape, domain-specific occupational expertise has been shown to no longer be sufficient to guarantee positive career outcomes. As the global economic environment has proven subject to change, so has the concept of the career.

Statistics Netherlands recently reported that nowadays only one in three employees has been working for the same employer for more than ten years (CBS, 2018). Previously, careers were understood to be linear and predictable in nature, often construed of a single lifelong employment within and organization. This traditional career pattern is no longer the standard today, as careers have become contemporary. Contemporary careers are considered to be more non-linear, personal and unpredictable in nature, in comparison to the traditional career pattern (De Vos & Van der Heijden, 2017).

As the concept of career has changed, we have to reconsider the building blocks needed for creating (sustainable) employability. Due to the dynamic environment careers are formed in nowadays, the sustainability of the career may be shaped by its resilience, adaptability and development within a

rapidly changing work environment (De Vos, Dujardin, Gielens & Meyers, 2017). Employees now have to increasingly engage in self-management activities with respect to their careers to realize their personal career goals and preserve their employability (Hall & Moss, 1998; De Vos & Soens, 2008). Employability is conceptualized as a form of work-specific adaptability that facilitates mobility between jobs and organizations (Fugate, Kinicki & Ashforth, 2004), and high employability rates are regarded as advantageous for both individuals and organizations (Rothwell & Arnold, 2007; Van der Heijde & Van der Heijden, 2006).

As organizations have had to become more flexible to remain competitive, new career models were introduced that are more applicable to the contemporary career. The boundaryless career model suggests that one's career is independent from traditional career arrangements (Arthur & Rousseau, 1996). The boundaryless career attitude is construed of one's organizational mobility preference and boundaryless mindset. Both are forms of psychological mobility, referring to an attitude towards the act of crossing organizational or departmental boundaries rather than the observable act of crossing those boundaries (Lazarova & Taylor, 2009; Verbruggen, 2012). Organizational mobility preference describes the attitude of the individual towards conducting actual moves in changing between jobs, organizations and occupations (Volmer & Spurk, 2011). People with a high mobility preference choose to seek opportunities that involve crossing organizational boundaries, and prefer developing their career across several companies (Briscoe & Hall, 2006; Volmer & Spurk, 2011). People with a high boundaryless mindset prefer working together with people from different organizations or departments and feel inspired and energized by new experiences, outside of their current organization (Volmer & Spurk, 2011). Therefore, someone with a high boundaryless mindset prefers pursuing opportunities across organizational or departmental boundaries (Briscoe & Hall, 2006), without necessarily seeking out different employers as is the case with organizational mobility preference.

A related career construct is the protean career model, as first introduced by Hall in *Careers in Organizations* (1976). The protean career is one in which the individual, instead of the organization, is in charge of career development, led by one's own core values and measured by (subjective) psychological successes (Hall, 2004). It is defined "as a career in which the person is 1) values-driven in the sense that the person's internal values provide the guidance and measure of success for individual's career; and 2) self-directed in personal career management – having the ability to be adaptive in terms of performance and learning demands" (Briscoe & Hall, 2006, p.8). The protean career model highlights the importance of individuality, responsibility and self-direction of the individual with respect to career development, and is highly applicable within the research of

contemporary careers. A protean career attitude is believed to set the basis for career self-management initiatives (De Vos & Soens, 2008). Results from previous studies (Seibert, Crant & Kraimer, 1999; Arthur, Khapova & Wilderom, 2005) suggest that self-managing individuals who proactively influence their own career path report higher levels of career success than those who engage less in self-managing behaviours. These shifts in perspectives on career development have led to an increase in interorganizational and global mobility (Greenhaus, Callanan & DiRenzo, 2008).

While most individuals upholding a protean career attitude might be more likely to exhibit behaviours belonging to the boundaryless career attitude, they are not necessarily inherent to a protean individual (Briscoe et al, Hall & DeMuth, 2006), and should be treated as distinct constructs. The two constructs may be used to supplement each other in explaining individuals' career behaviours and preferred organizational activity.

Literature on sustainable career management has indicated that high career self-directedness influences perceived external employability and experienced career success, which in turn lead to a decrease in the intentions to retire. These constructs are interesting to study in pursuit of gaining more insight into the building blocks for sustainable careers, as they are important indicators for continuity in career span (De Vos & Van der Heijden, 2015).

In this study, we focused our efforts on examining one building block in particular, namely career success. Career success is defined by Arthur et al. (2005, p.179) as “the accomplishment of desirable work-related outcomes at any point in a person’s work experiences over time”. Career success may be operationalized using either objective or subjective measures. Objective measures refer to those aspects of career success that are observable by others, such as promotions or earned wages (Dries, Pepermans, Hofmans & Rypens, 2009). Subjective career success refers to one’s own perception of their career success (Verbruggen, 2012) and has been found to influence objective career success more strongly than the other way around (Abele & Spurk, 2009). Over the past decades the use of subjective measures has been increasingly adopted within career success research (Hall, 2002; Heslin, 2005). In the present study we have chosen to measure subjective career success, as people uphold different values and expectations of factors such as income, employment security or career progression (Arthur et al., 2005).

Career success is generally operationalized as either career or job satisfaction (Heslin, 2005). Operationalizing career success as career satisfaction allows for the inclusion of a wider time frame than job satisfaction, and relates to the individual’s accumulated career experiences (Rothwell, Greenhaus, Parasuraman & Wormley, 1990; Abele, Hagmaier & Spurk, 2016). By integrating career

success with important aspects of the boundaryless and protean career within our research model, we are hoping to expand the empirical work and theoretical knowledge on how to create and nurture more sustainable careers.

Previous scholars have successfully found evidence linking, current self-perceived employability to career success (Clarke, 2008; Baruch, 2004; Garavan, Morley, Gunnigle, Collins, 2001; Weick, 1996). De Vos, De Hauw and Van der Heijden (2011) found evidence supporting full and partial mediation by perceived employability of the relationship between participation in competency development initiatives and career satisfaction, competencies are the self-directed actions of individuals that are a result of personality, motivation, attitudes and capacities (Van der Heijde, 2014). The competency development activities researched by De Vos et al. (2011) may be viewed as similar to the self-management activities studied in the current research. We are interested to assess if perceived employability might act as a moderator on the relationships between self-management activities and organizational mobility preference with career success.

We expect organizational mobility preference to positively affect career success, as found by Verbruggen (2012). We expect the positive relationship to be stronger when one sees employment possibilities outside of their current role. When one experiences low employment possibilities outside of the current role, we expect organizational mobility preference and career success to be less closely related as one may want to explore other roles but sees no possibilities to do so.

We expect self-management activities to be of more influence on experienced career success when self-perceived employability is low. In instances of high perceived employability, we expect self-management activities be less closely related with career success as it is less important for career outcomes at that given time. Moreover, we expect that exhibiting self-management activities will increase one's perceived employability possibilities. This lines up with the view of self-perceived employability as a human capital variable, as human capital theory suggests that investing in one's skills should lead to greater value and employability (De Vos et al., 2011; Becker, 1964).

“Of all the issues in psychology that have fascinated scholars and practitioners alike, none has been more pervasive than the one concerning the fit of person and environment.” (Schneider, 2001, p.141). Person-environment fit is the extent to which individuals match with their environment (Caplan, 1987) and encompasses several domains of fit that are conceptually distinct from each other (Kristoff-Brown, Zimmerman & Johnson, 2005). In the current study we wanted to include measures of person-environment fit, as it was the rapidly changing economic environment that changed the conceptualization of career, and has led to the introduction of the contemporary career models studied

here. Person-job fit most strongly associated to job attitudes, whereas person-organization fit is more closely related to attitudes towards the whole organization (Kristoff-Brown et al., 2005). Results from a meta-analysis (Kristoff-Brown et al., 2005) including 110 studies and 450 effect sizes, showed strong correlations of perceived-organization fit with job satisfaction, turnover intentions and organizational commitment. Due to the similarity of these constructs and their high correlation with those used in the current study, we believe person-organization fit to possibly have a role within our model. In the current study we will therefore include measures of person-organization fit, to explore its role and place within our hypothesized model. We wanted to explore its possible relationships with protean and boundaryless career attitudes, as thus far little empirical research has been done that sought to combine these attitudes with measures of person-environment fit. We wanted to look exploratively at its role and will therefore not hypothesize on place or directionality of its relationships.

We will focus on subjective rather than objective measures, as several studies have been unable to find a consistent correlation between career attitudes and actual physical mobility (Briscoe & DeMuth, 2003; Briscoe & Hall, 2006; Zaleska, Gratton & De Menezes, 2002). Recognizing a boundaryless career attitude that is primarily psychological in nature (Briscoe et al., 2006), instead of following the interpretation of actual physical mobility between jobs or employers (Arthur & Rousseau, 1996; Briscoe et al., 2006). We will incorporate organizational mobility preference into the model and view boundaryless mindset as a potential control variable, as seeking out cross departmental and organizational work opportunities within the role, is not dependent on one's perceived employability.

Hypotheses

The following hypotheses were composed based on the literature review described above.

Hypothesis 1: There is a positive relationship between career success and perceived employability.

Hypothesis 2: There is a positive relationship between organizational mobility preference and career success.

Hypothesis 3: There is a positive relationship between perceived employability and an organizational mobility preference.

Hypothesis 4: Perceived employability moderates the relationship between organizational mobility preference and career success. Such that organizational mobility preference is more strongly related to career success when perceived employability is high rather than low.

Hypothesis 5: There is a positive relationship between career self-management activities and career success.

Hypothesis 6: There is a positive relationship between perceived employability and career self-management activities.

Hypothesis 7: Perceived employability moderates the relationship between self-management career activities and career success. Such that self-management activities are more strongly related to career success when perceived employability is low rather than high.

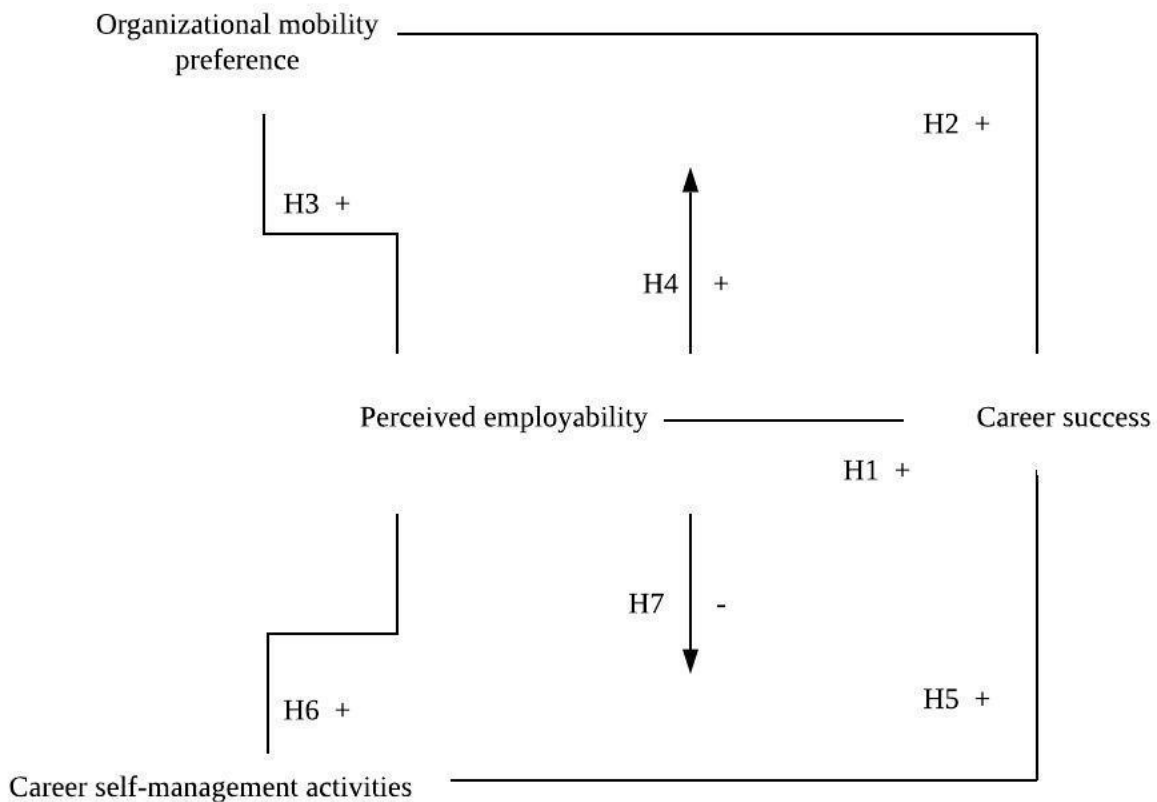


Figure 1. Hypotheses on career self-management activities, organizational mobility preference, career success, and direct and moderating effects of perceived employability.

Method

Participants

Following the descriptive statistics of the demographic data provided by the participants, the following may be stated on our sample. The current study included 171 participants, of whom 69.6% of the female gender and 30.4% of the male gender. Of our participants 32.7% were between 18-24 years of age, 30.4% between 25-34 years of age, 3.5% between 35-44 years of age, 12.9% between 45-54 years of age and 20.5% were more than 54 years of age. In terms of highest completed level of education, 65.5% were higher educated, of which 28.1% obtained a University degree. Most participants were employed within the Health and Wellness sector (34.5%), followed by the Trade sector (10.5%). The most frequently reported contract type was a permanent contract (51.5%), followed by a temporary contract (34.5%). Most of the participants worked a minimum of 36 hours per week (46.8%), followed by those working between 25-35 hours a week (25.7%). Only 15.8% of the participants reported having a managerial position.

Measures

Organizational mobility preference. A five item measure composed by Briscoe et al. (2006) will be used to determine the strength of one's interest to remain with a single, or multiple employers. The measure included items such as *"I would feel very lost if I couldn't work for my current organization"* and *"I prefer to stay in a company I am familiar with rather than look for employment elsewhere"*. The answers were obtained using a five point Likert-scale ranging from *"To little or no extent"* (1) to *"To a great extent"* (5). The whole measure was reverse-coded.

Self-directed career management behaviours. An eight item measure composed by Briscoe et al. (2006) will be used to determine the self-directed career management attitudes of the participants. The measure included items such as *"Overall, I have a very independent, self-directed career"* and *"I am in charge of my own career"*. The answers were obtained using a five point Likert-scale ranging from *"To little or no extent"* (1) to *"To a great extent"* (5).

Self-perceived employability (within the current situation). A three item scale developed by Janssens, Sels and Van der Brande (2003) was used to operationalize self-perceived employability in the current working environment. The measure included items such as *"It will be difficult for me to find new employment when leaving this organization"* and *"In case I'm dismissed, I'll immediately find a job of equal value"* and was therefore mainly directed towards perceived employability with regard to

the current situation. The answers were obtained using a five point Likert-scale ranging from “*Strongly disagree*” (1) to “*Strongly agree*” (5), one of the items was reverse-coded.

Self-perceived sustainable employability. In addition to perceived employability at the current moment, we are also interested in the perceived sustainably employability and therefore chose the six item scale of Ybema (2015) based on the scale use by Van Vuuren, Ybema, Neessen, Marcelissen and Van Dam (2015), used in Koel (2015) measuring the perceived will and ability of employees in continuing to work until the age of retirement. The measure included items such as “*I expect that I will be physically able to work until the age of retirement*” and “*I expect that I will have the knowledge and skills needed to work until the age of retirement*”. The answers were obtained using a five point Likert-scale ranging from “*Certainly not*” (1) to “*Certainly*” (5).

Perceived career outcomes. A five item measure composed by Greenhaus et al. (1990) will be used to operationalize career satisfaction. The measure included items such as “*I am satisfied with the success I have achieved in my career*” and “*I am satisfied with the progress I have made toward meeting my goals for income*”. The answers were obtained using a five point Likert-scale ranging from “*Strongly disagree*” (1) to “*Strongly agree*” (5).

Perceived P-O fit. An eleven item measure composed by Schaufeli (2011) was used to assess the Demand-Ability and Need-Supply dimensions of the Person-Organization fit of the participants (Schaufeli, 2011). The measure included items such as “*My organization offers me exactly what I am looking for*” and “*The culture that prevails within the organization suits me well*”. The answers were obtained using a five point Likert-scale ranging from “*Not at all*” (1) to “*Certainly*” (5).

Control variables that were taken into account in the present study were age, gender and contract type. Boundaryless mindset was measured In order to be able to utilize the chosen scales, an adapted translation will be used of the measurements since the participants in the present study are expected to have Dutch as their native language. A small pilot study will be employed to ensure that there all questions are clearly formulated. A full version of the distributed questionnaire may be found in Appendix A.

Design

The current study used a cross sectional design. Due to the nature of our study we may only describe relationships between variables, as cross-sectional studies are not suited to determine a temporal order of the variables.

Procedure

The participants in the current research were recruited from the social media platforms Facebook, WhatsApp and LinkedIn to target professionals across several fields. As Murphy et al. (2013) stated that survey research is “a social interaction between researcher and potential respondent” (p.1) and suggested that as the methods employed nowadays by individuals to converse changed, so should the tools used in survey research. Therefore, the most common platforms currently used by the target population to carry on their conversations were used. Whereas Facebook is a more general social media platform, LinkedIn connects professionals across various fields and was therefore the main platform on which the survey was dispersed (Dusek, Yurova & Ruppel, 2015).

Responses were collected and recorded using the online program Qualtrics. The link to the questionnaire was distributed across LinkedIn, Facebook and WhatsApp. In the participation request accompanying the link, the basic research goals were explained.

Prior to partaking in the current study, the participants had to read and agree to an informed consent form (Appendix A) and were presented a brief explanation about the study and asked to fill in some demographic data. All questions included in the survey, except for the demographic data query, were to be answered on a five point Likert scale. The subscales measuring the independent and dependent variable(s) were all shortly introduced, to notify the participant what the next section of the questionnaire would be about. Lastly, the participants were shown a screen which affirmed the questionnaire was handed in and had come to an end, offering the opportunity to leave a comment on the questionnaire and thanking them for their participation in the research.

Statistical analysis

The statistical analyses were done using SPSS Statistics 25 and the process tool (Hayes, 2017). The unfinished questionnaires were excluded from the analyses. For our variable contract type, we created dummy variables where we contrasted temporary contract, agency work and self-employed against permanent contract. In order to get an overview of the demographic data of the sample, descriptive statistics and frequencies were looked at and are included in the participant section within this article.

To test our main effect hypotheses we first had to create the dependent and independent variables from the subscales, to do this several items first had to be recoded. Afterwards, a reliability analysis was used resulting in an acceptable internal consistency for career satisfaction ($\alpha = .757$) and

organizational mobility preference ($\alpha = .781$), and a good internal consistency for perceived employability ($\alpha = .875$), career self- management activities ($\alpha = .823$) and person-organization fit ($\alpha = .867$). The item total statistics indicated that deleting items from any of the subscales would result in a lower Cronbach's Alpha, the scales were thus kept intact and the variables were aggregated. In order to test our interaction hypotheses, interaction terms were created.

Assumptions

Prior to our regression analysis, the assumptions for normality, outliers, multicollinearity, linearity, homoscedasticity, independent errors and non-zero variance were checked. Through testing the assumptions, we discovered one of our participants flagged in the case wise diagnostics (standardized residual = 3.373) was no longer employed due to being rejected. The participant had indicated that the questionnaire was not relevant for his/her situation as he/she no longer had a work perspective. As the participant did not reflect the intended sample nor was the questionnaire relevant, it was decided to exclude the participant from our analysis. After taking the participant out we ran the analysis for the assumption checks once more.

Power analysis

Our a priori power analysis led us to believe that we need at least 152 participants to be able to determine whether an interaction effect occurred and be able to measure it. Power = 0.802, $\alpha = 0.05$, $f^2 = 0.053$.

Results

Preparatory analysis

The means, standard deviations and correlation coefficients of the independent and dependent variables within our model may be found in table 1. There was no multicollinearity between the independent variables, suggesting that the different subscales indeed measured separate constructs. One of the highest correlations found was between perceived employability and age, which suggests that as age increases participants perceived themselves to be less employable. Another noteworthy correlation is that of organizational mobility preference and person-organization fit. These results suggest that when people experience a high fit with their organization, the preference to develop one's career across different organizations decreases. Organizational mobility preference was also correlated with

perceived employability, suggesting that people wanting to develop their career across several organizations perceive their employability higher than those who prefer to stay with one employer.

The outcome variable career satisfaction was significantly correlated to person-organization fit, organizational mobility preference and self-management activities but not to perceived employability. These correlations suggest that current fit experienced with one's organization and the self-management activities exhibited positively impact the overall experienced career success. While organizational mobility preference, in contrast to our expectations, negatively correlated with experienced career success.

Although, we will focus the rest of our research on career satisfaction as our dependent variable, we did check if it indeed was one of the building blocks for a sustainable career. The correlation found ($r=.379, p<.001$) between sustainable employability and career satisfaction suggested that it is. As we will not look further into sustainable employability in the rest of our article, due to word-constraint and intention to look more closely into career success, it was decided to leave the variable out in table 1.

We found no statistically significant correlations for age, gender and temporary contract type with career satisfaction. Being self-employed and working through an employment agency were significantly related to career satisfaction. It suggests that those working through an employment agency, are less satisfied with their careers and those being self-employed are more satisfied with their careers compared to those with a temporary or permanent contract.

Table 1

Means, Standard deviations and correlation coefficients for control, dependent and independent variables

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Organizational mobility preference	3.45	.73	-									
2. Career self-management activities	3.72	.54	.12	-								
3. Perceived employability	3.80	.87	.32**	.25**	-							
4. Career satisfaction	3.58	.58	-.22**	.44**	.11	-						
5. Person-organization fit	3.47	.57	-.40**	.29**	-.00	.61**	-					
6. Age	3.58	1.55	-.27**	-.22**	-.50**	.08	.12	-				
7. Gender	1.3	.46	.06	.23**	.15*	.13	.06	.05	-			
8. Temporary contract	.35	.48	.10	.15*	.20**	-.04	.02	-.44**	-.11	-		
9. Agency work	.08	.27	.08	-.02	.04	-.18*	-.22**	-.27**	.05	-.21**	-	
10. Self-employed	.06	.25	-.16*	.18*	-.11	.19*	.24**	.13	.09	-.19*	-.08	-

* Notes. $N = 171$. For sex, 0 = male, 1 = female, for age, 1 = <18, 2 = 18-24, 3 = 35-44, 4 = 45-54. 5 = >54, for contract type (8, 9 & 10) dummy variables were created contrasting the contract types against a permanent contract

$p < .05$, ** $p < .01$

Perceived employability

To find support for our third and sixth hypothesis a hierarchical multiple regression analysis was used, enabling us to determine the extent to which the several models contribute to explaining the variance in career success. In our regression, perceived employability was predicted in two models. The first model tested the variance explained by our control variables age, gender and contract type. The second model supplemented the control variables with the expected main effects of organizational mobility preference and career self-management activities. The results of our hierarchical regression analysis for hypothesis 3 & 6 may be found in table 2.

Hypothesis 3 predicted a significant positive relationship between organizational mobility preference and perceived employability. The results of the regression indicated a significant positive relationship between the organizational mobility preference and perceived employability in model 2, ($B = .205$, $SE = .081$, $p = .012$). Thus, hypothesis 3 was supported. These results suggest that the will to develop one's career across several employers actually enhances one's perceived employment possibilities outside of the current job.

Hypothesis 6 predicted a significant positive relationship between career self-management activities and perceived employability. The results of the regression indicated that there is no significant positive relationship between career self-management activities and perceived employability in model 2. Thus, hypothesis 6 was not supported. The results suggest that contrary to our expectations, exhibiting self-management activities does not heighten one's expectations of worth on the job market or employment possibilities elsewhere.

Table 2

Hierarchical regression for results hypotheses 3&6

Predictors	Perceived employability			
<i>Step 1</i>	<i>b</i>	<i>SE</i>	β	<i>p</i>
Constant	4.58**	.27		$p < .01$
Age	-.32**	.05	-.57	$p < .01$
Gender	.35**	.13	.19	$p < .01$
Temporary contract	-.14	.15	-.08	$p = .35$
Agency work	-.46	.24	-.14	$p = .06$
Self-employed	-.28	.24	-.08	$p = .25$
<i>Step 2</i>				
Constant	3.17**	.55		$p < .01$
Age	-.28**	.05	-.49	$p < .01$
Gender	.28*	.13	.15	$p = .03$
Temporary contract	-.14	.14	-.08	$p = .32$
Agency work	-.43	.24	-.13	$p = .07$
Self-employed	-.27	.24	-.08	$p = .26$
Self-management activities	.17	.11	.11	$p = .13$
Organizational mobility preference	.21*	.08	.17	$p = .01$

Notes. $N = 171$. For sex, 0 = male, 1 = female, for age, 1 = <18, 2 = 18-24, 3 = 35-44, 4 = 45-54, 5 = >54, for contract type (8, 9 & 10) dummy variables were created contrasting the contract types against a permanent contract

$R^2 = .297$ for Step 1; $\Delta R^2 = .039$ for Step 2

* $p < .05$, ** $p < .01$

Career satisfaction

Hierarchical multiple regression analysis was used to test our hypotheses, career satisfaction was predicted in 3 models. The first model tested the variance explained by our control variables age, gender and contract type. Our second model supplemented the control variables with the expected main effects of perceived employability, organizational mobility preference and career self-management activities. In our third model we entered person-organization fit, which we wanted to test as our mediator. This analysis method was used to find support for hypothesis 1, 2 and 5, results may be found in table 3.

Hypothesis 1 predicted a significant positive relationship between perceived employability and career success. The results of the regression indicated that perceived employability indeed has a small positive effect on career satisfaction in model 2, ($B = .108$, $SE = .053$, $p = .042$). Thus, hypothesis 1 was supported.

Hypothesis 2 predicted a positive relationship between organizational mobility preference and career success. The results of the regression indicated that in contrast with our expectations, those preferring to develop their career across multiple employers are significantly less satisfied with their careers in model 2, ($B = -.216$, $SE = .056$, $p < .001$). Thus, hypothesis 2 was not supported.

Hypothesis 5 predicted a positive relationship between career self-management activities and career success. The results of the regression indicated that there is indeed a significant relationship between the extent to which one exhibits career self-management activities and the extent to which one is satisfied with their career outcomes in model 2, ($B = .498$, $SE = .077$, $p < .001$). Thus, hypothesis 5 was supported.

Self-management activities, perceived employability and organizational mobility preference were found to all contribute to overall experience of career satisfaction. Our results point out that the will to seek out different employers across one's career decreases overall career satisfaction, while exhibiting self-management activities and perception of employment possibilities elsewhere enhance career satisfaction. It seems that taking a pro-active approach towards developing one's career and skills has the biggest positive effect on overall experienced career satisfaction.

Table 3

Hierarchical regression for results hypotheses 1, 2 & 5

Predictors	Career satisfaction			
<i>Step 1</i>	<i>b</i>	<i>SE</i>	β	<i>p</i>
Constant	3.44**	.30		$p < .01$
Age	-.00	.03	-.02	$p = .83$
Gender	.15	.03	.11	$p = .12$
Temporary contract	-.06	.11	-.05	$p = .60$
Agency work	-.41*	.18	-.19	$p = .03$
Self-employed	.38*	.18	.16	$p = .04$
<i>Step 2</i>				
Constant	1.98**	.40		$p < .01$
Age	.04	.03	.10	$p = .26$
Gender	.00	.09	.00	$p = .97$
Temporary contract	-.12	.10	-.09	$p = .24$
Agency work	-.32	.16	-.14	$p > .05$
Self-employed	.10	.16	.04	$p = .56$
Perceived employability	.11*	.05	.16	$p = .04$
Self-management activities	.50**	.08	.46	$p < .01$
Organizational mobility preference	-.22**	.06	-.27	$p < .01$
<i>Step 3</i>				
Constant	.52**	.42		$p < .01$
Age	.02	.03	.06	$p = .45$
Gender	.01	.08	.01	$p = .90$
Temporary contract	-.12	.09	-.10	$p = .15$
Agency work	-.16	.14	-.07	$p = .27$
Self-employed	-.03	.15	-.01	$p = .86$
Perceived employability	.07	.05	.11	$p = .13$
Self-management activities	.34**	.07	.31	$p < .01$
Organizational mobility preference	-.06	.05	-.07	$p = .31$
Person-organization fit	.49**	.07	.48	$p < .01$

Notes. $N = 171$. For sex, 0 = male, 1 = female, for age, 1 = <18, 2 = 18-24, 3 = 35-44, 4 = 45-54. 5 = >54, for contract type (8, 9 & 10) dummy variables were created contrasting the contract types against a permanent contract

$R^2 = .080$ for Step 1; $\Delta R^2 = .247$ for Step 2; $\Delta R^2 = .152$ for Step 3

* $p < .05$, ** $p < .01$

Assessing moderation effect: hypothesis 4 and 7

Hypothesis 4 predicted perceived employability to moderate the relationship between organizational mobility preference and career success, such that organizational mobility preference is more strongly related to career success when perceived employability is high rather than low. The possible interaction was examined using the process tool (Hayes, 2017), covariates taken into account within this analysis were person-organization fit, contract type, age, gender, self-management activities and the interaction term for self-management activities*career satisfaction. No overall significant interaction effect was found for perceived employability and organizational mobility preference on career satisfaction. As we did find a marginal significant effect, $\Delta R^2 = .012$, $\Delta F(1,159) = 3.74$, $p = .055$, we examined whether the moderation effect would be present for a low value of perceived employability. The results indicated a significant moderation of perceived employability on the relationship between organizational mobility preference and career satisfaction, only when perceived employability was at one standard deviation below mean, $b = -.158$, $p = .04$, BCa CI [-.3072, -.0090]. The interaction effect for perceived employability at mean, above mean and below mean may be found in figure 1. The graph shows that when perceived employability is low, the preference for organizational mobility effects career satisfaction more negatively due to the moderation by perceived employability. Although, the directionality of the relationship between organizational mobility preference and career satisfaction was not as expected our hypothesized moderation effect seems to exist. Thus, hypothesis 4 was not supported.

Hypothesis 7 predicted perceived employability to moderate the relationship between self-management activities and career success, such that self-management activities are more strongly related to career success when perceived employability is low rather than high. The possible interaction was examined using the process tool (Hayes, 2017), covariates taken into account within this analysis were person-organization fit, contract type, age, gender, organizational mobility preference and the interaction term for organizational mobility preference*career satisfaction. No significant interaction effect was found for perceived employability and self-management activities on career satisfaction. Thus, hypothesis 7 was not supported. The findings on all hypotheses tested, may be found in figure 2 below.

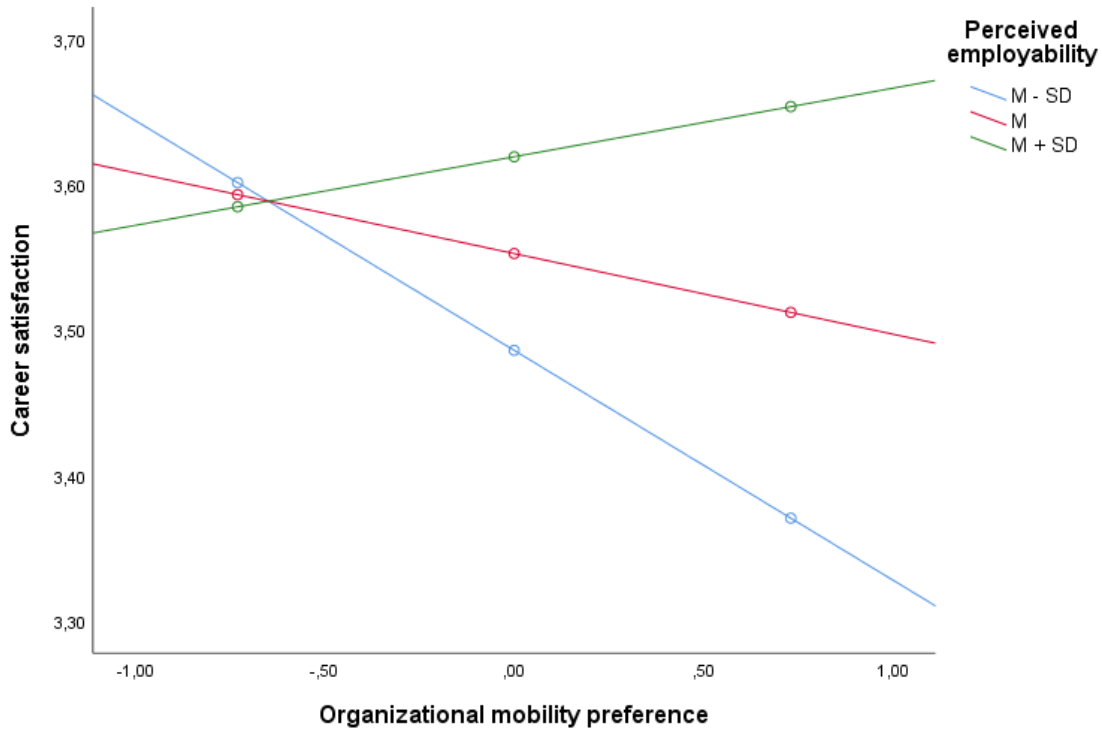


Figure 1. Moderation effects of perceived employability for values Mean – SD, Mean, Mean + SD on relationship of organizational mobility preference and career satisfaction.

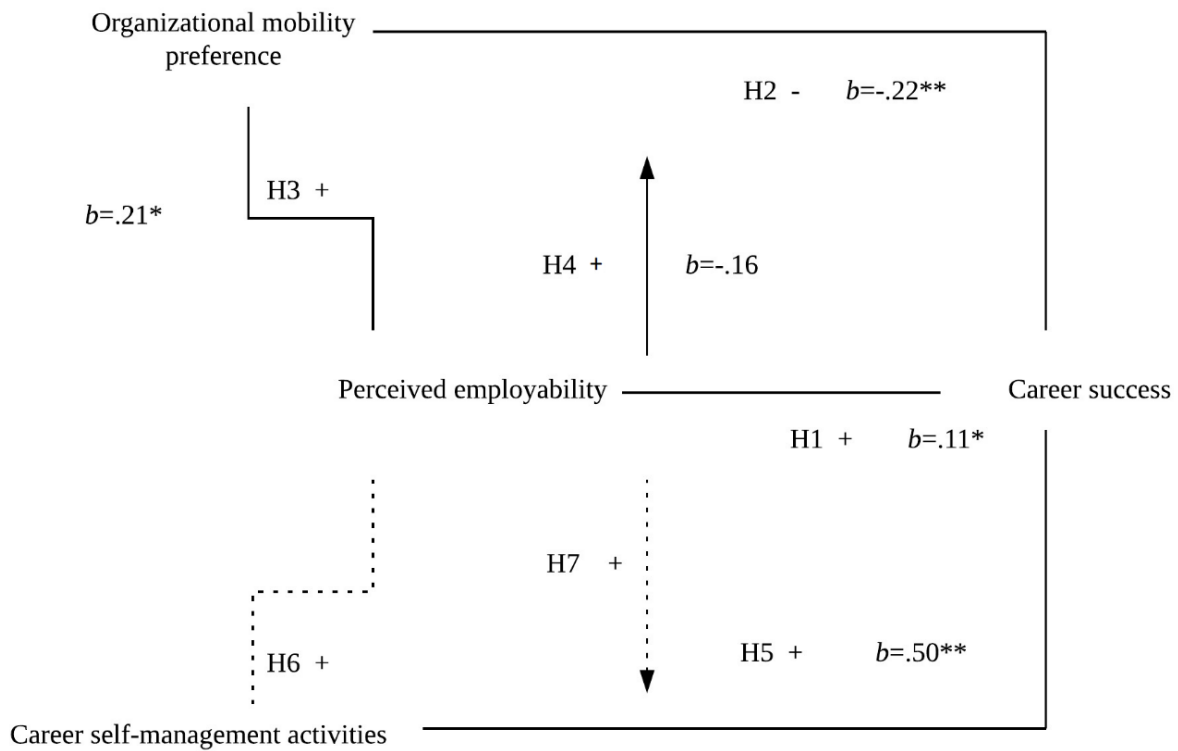


Figure 2. Incorporating results from the analyses on hypotheses 1-7 in our model.

* $p < .05$, ** $< .01$

Assessing mediation effect person-organization fit

The possible mediating role of person-organization fit on the relationship between organizational mobility preference and career satisfaction was examined using the process tool (Hayes, 2017). Covariates taken into account within this analysis were perceived employability, contract type, age, gender and self-management activities. A significant indirect effect of organizational mobility on career satisfaction through person-organization fit was found $ab = -.160$, BCa CI $[-.2319, -.1079]$, this represents a medium to large effect. When we controlled for the mediation effect, the direct effect of organizational mobility preference on career satisfaction was no longer significant. These results imply full mediation, as person-organization fit explains the association between organization mobility preference and career satisfaction, see figure 3. This suggests that when people prefer organizational mobility throughout their career, their experienced fit with the organization will be lower, which partially explains the lower career satisfaction. It may mean that when someone wants to develop their career across several employers, this may lead to a lower career satisfaction than when the effect of organizational mobility preference on career satisfaction were not mediated.

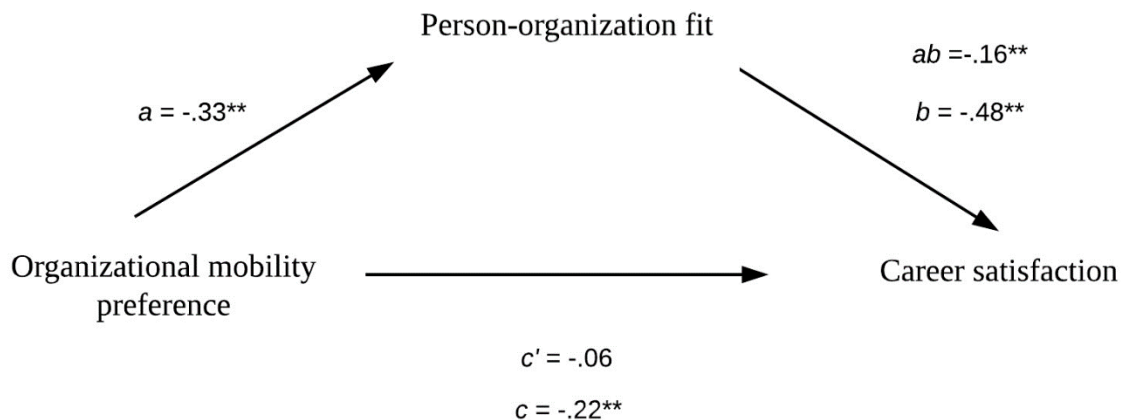


Figure 3. Mediation of person-organization fit on the relationship between organizational mobility preference and career satisfaction.

* $p < .05$, ** $p < .01$

The possible mediating role of person-organization fit on the relationship between self-management activities and career satisfaction was examined using the process tool (Hayes, 2017). Covariates taken into account within this analysis were perceived employability, contract type, age,

gender and organizational mobility preference. A significant indirect effect of self-management activities on career satisfaction through person-organization fit was found $ab = .159$, BCa CI [.0754, .25211], this represents a medium to large effect. As controlling for the mediation effect, left a significant direct effect of self-management activities on career satisfaction we speak of partial mediation of the relationship by person-organization fit, see figure 4. This suggests that when people display more self-management activities, their experienced fit with the organization will be higher, which partially explains the heightened satisfaction with their career.

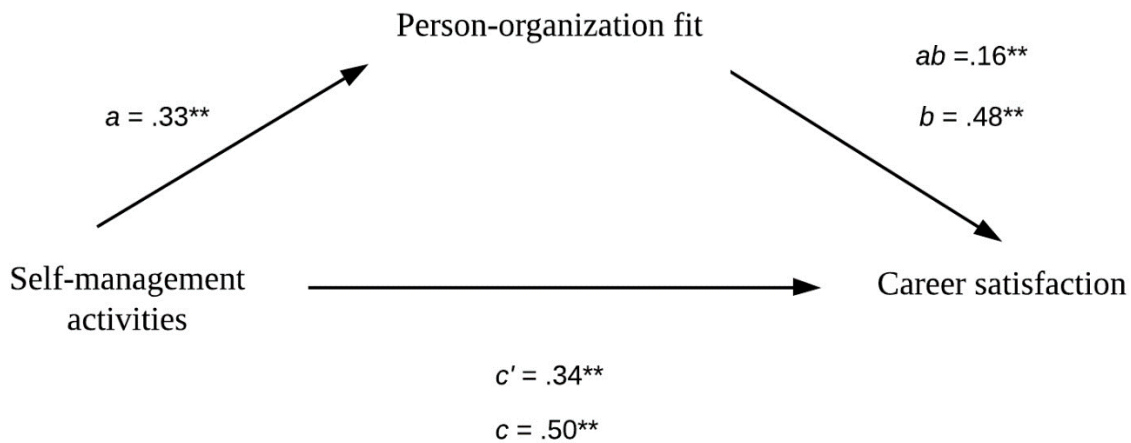


Figure 4. Mediation of person-organization fit on the relationship between self-management activities and career satisfaction.

* $p < .05$, ** $p < .01$

Discussion

The aim of the current study was to evaluate the role of perceived employability and its interplay with career self-management behaviours and preference for organizational mobility on one's experience of career success. We wanted to assess what the influence of upholding a protean or boundaryless career attitude might have on career success, and ultimately the sustainability of one's career. In order to do so, we studied the interplay and role of organizational mobility preference, self-management activities and perceived employability on one's experienced career satisfaction. As experienced career success is considered an important building block for creating more sustainable careers, it is of vital importance to assess how it may be obtained. As the need for creating more sustainable careers is ever rising, it highlights the importance of increasing individuals' employability.

Furthermore, we wanted to explore the role person-organization fit plays within our hypothesized model.

Interpretation of findings on perceived employability

Unfortunately, results from our quantitative data analysis did not support our interaction hypotheses about perceived employability. We were unable to find support that perceived employability influences the relationship between self-management activities and career satisfaction. Our research did result in some interesting findings on the role perceived employability plays in the relationship between organizational mobility preference and career success, we unearthed a moderation by perceived employability at one standard deviation below mean. The results showed that when employability is low, organizational mobility preference and career satisfaction are more negatively related due to the moderation by perceived employability. This suggests that when one sees little employment possibilities outside of the current job and prefers organizational mobility, the two enhance each other's negative influence on experienced career success.

We expected to find evidence for a positive relationship between organizational mobility preference and perceived employability, which our results supported. This suggests that the will to explore other employment situations over the course of one's career, makes one feel more employable outside of the current job or organization.

Contrary to our expectations, we could not find evidence for a relationship between self-management activities and perceived employability. This suggests that actively managing one's career, does not contribute to one's perception of employment possibilities elsewhere. Nor does the perception of employability seem to influence the extent to which we practice self-managing behaviours, which we expected might be the case for those with low perception of their employability as a way to give it a boost.

Based on the work of previous scholars (Baruch, 2004; Clarke, 2008; Collins, 2001; Garavan, Morley, Gunnigle, Weick, 1996) who found the perception of employment possibilities to contribute to career satisfaction, we expected perceived employability to be positively related to career satisfaction. The expected positive effect was found within our sample, increasing the validity and generalizability of previous findings on the existence of such a relationship. These findings indicate that in situations where one feels less dependent on the current employer and expects to be valued outside the current role or organization as well, this may lead to higher career satisfaction. This suggest that a self-fulfilling prophecy of sorts might be in place here. As we employed no objective measures of success

nor did we use a longitudinal design for this study, we can't draw conclusions on the existence of a self-fulfilling prophecy being in place, but it leaves us with interesting hypotheses for future research.

Interpretation of findings on career satisfaction

One of our more intriguing, and unexpected, findings was that organizational mobility preference negatively relates to career satisfaction. While Verbruggen (2012) suggested that employees wishing to develop their careers across several organizations reported higher career satisfaction, our findings contradict these findings. Several theoretical explanations may be able to partially explain the found effect. Changing employers often over the course of one's career may contribute to being overall less satisfied with one's career, as people might tend to think of negative past experiences when evaluating their career success. On the other hand, having changed employers often may have led to a less secure feeling about one's position within an organization or resulted in a lower salary (Munasinghe and Sigman, 2004). We explored the theory of less secure feelings about one's position within the organization, by examining the possibility of a mediating effect of person-organization fit on the relationship between organizational mobility preference and career satisfaction, which was supported by our findings. This suggests, that when people prefer to develop their careers throughout multiple organizations, their experienced fit with the current organization will be lower which in turn lowers the experienced satisfaction with their own career.

In line with our expectations, we found self-managing behaviours with respect to one's career to contribute to overall career satisfaction. Those individuals that let internal values provide guidance and measurement for career success, and pro-actively self-direct their career are more satisfied with their career outcomes. As those involved in career self-management activities have the ability to be more adaptive in terms of learning and performance demands (Briscoe & Hall, 2006), they are more likely to fair well within the rapidly changing career environment we find ourselves in today. As adaptability was shown to decrease intentions to retire in previous research, and contribute to more sustainable careers (De Vos & Van der Heijden, 2015). As De Vos et al. (2011) found perceived organizational support to increase employee participation in competency development initiatives, we wanted to assess whether person-organization fit might mediate the relationship between self-management activities and career success. A partial mediation effect for person-organization fit on the relationship between self-management activities and career satisfaction was supported by our findings. This suggests, that when people pro-actively manage their careers, their experienced fit with the organization will increase

which in turn leads to a higher satisfaction with their own career.

Limitations and recommendations for future research

Firstly, all data within the current study was collected using online survey research, opening up the possibility of social desirability bias and selection effect. A recommendation for future research would be to supplement the current methodology to include interviews and objective measures of subjective career success. As we focused on subjective experiences within the current study, the choice for self-report data was logical. However, it would be interesting to expand our findings to include some more in-depth knowledge through introducing interviews and measures of objective career success in the methodology. Obtaining information on objective career success within the model might lead to a better understanding of whether a high perception of one's employability may act as a self-fulfilling prophecy, leading to higher objective results. Or whether those reporting high perceived employability, feel more valued and secure and therefore report higher career satisfaction than those that feel less easily employable outside of the current role. Qualitative data collection could help provide new insights for practical implications.

Secondly, due to time constraints we used a cross-sectional design within this study. A longitudinal design is needed to address the temporal order of the variables and directionality of the found relationships, as no conclusions on causality may be made based on cross-sectional data (Taris & Kompier, 2006). Especially for the mediation by person-organization fit on the relationship between organizational mobility preference and career satisfaction that was found, we feel a longitudinal design is needed to unequivocally determine the direction of the relationship. As the main effect of organizational mobility preference on career satisfaction was no longer significant when person-organization fit was introduced in the regression, it is possible that a low experienced person-organization fit may enhance one's organizational mobility preference. As not experiencing a fit with one's current organization, may increase the attractiveness of developing one's career outside of the current organization or role. A recommendation for future research would be to test the model within a longitudinal design, to be able to draw conclusions on the directionality of the found relationships. Moreover, a longitudinal design would help gain insight into the extent to which situational factors might influence one's reported satisfaction with career outcomes

Thirdly, the construct perceived employability was measured using a three item scale. While the reliability of the scale was high and longer scales are not better per se, using an extended instrument could expand our knowledge on the influence of the different dimensions of perceived employability.

We found a marginally significant result for the interaction between organizational mobility preference and perceived employability, leading us to believe that something might be there. Therefore, we recommend future researchers to use an extended perceived employability measure that differentiates between the different dimensions to assess whether their interaction with organizational mobility preference differs. Another recommendation that might improve the chances of finding support for the interaction effect, would be to use a larger sample.

Implications

This study contributes to the existing body of literature with regard to the pathways leading up to career success within an organizational environment. It offers some contrasting results to the findings of existing studies about the relationship between perceived employability and self-management activities, as well as with organizational mobility preference. These inconsistencies in findings highlight the importance for more empirical work within this research area. As a lot of conceptual models have been created that are applicable to the contemporary career, but relatively little empirical research has been done to assess these conceptualizations. Our results suggest protean career attitudes to positively influence career success, whereas a boundaryless career attitude negatively impacts the experienced career success. This study also adds validity and generalizability to the existence of a positive relationship between career success with perceived employability and career self-management behaviours.

The current study helps us gain more insight into the building blocks for creating more sustainable careers. Our findings on the role of self-management activities in particular, lead to some interesting practical implications. As we found self-managing one's career to be closely related, directly and indirectly, to career success, this might be an area of interest for future human resource practices. When we supplement our findings with those of De Vos et al. (2011), which emphasized the importance of perceived organizational support for employee participation in competency development initiatives. We see a lot of opportunity for organizations, and individuals, to enhance individuals' employability throughout their careers. First, our findings highlight the importance for organizations to develop and offer career self-management initiatives. As stimulating employees to partake in self-management initiatives may lead to a higher experienced fit with their organization of employment and in turn enhance their experienced career success. Moreover, research has shown that career satisfaction and adaptability contribute to a decrease in retire intentions and that investing in employees' employability through offering development initiatives within a supportive environment increases self-

management activities as found by De Vos et al. (2011), potentially leading to the creation of more sustainable careers. These findings might have great implications for organizations offering these initiatives, as well as for society as a whole.

Conclusion

The present study has provided more insight into the relationships between organizational mobility preference, self-management activities, perceived employability, and career success. Furthermore, the mediating role of person-organization fit within the research model was explored. The findings imply that subjective career success is negatively related to organizational mobility preference, whereas it is positively related to perceived employability and self-management activities. Person-organization fit has been shown to mediate the relationship between both self-management activities and organizational mobility preference with career success. The insights provided by this study highlight the importance of more empirical work on the relatively new protean and boundaryless career models, as well as introduce some practical suggestions that might direct human resource practices in pursuit of creating an environment that creates and nurtures more sustainable careers.

References

- Abele, A. E., Hagmaier, T., & Spurk, D. (2016). Does career success make you happy? The mediating role of multiple subjective success evaluations. *Journal of happiness studies*, 17(4), 1615-1633.
- Abele, A. E., & Spurk, D. (2009). The longitudinal impact of self-efficacy and career goals on objective and subjective career success. *Journal of vocational behaviour*, 74(1), 53-62.
- Arthur, M. B., Khapova, S. N., & Wilderom, C. P. (2005). Career success in a boundaryless career world. *Journal of Organizational Behaviour: The International Journal of Industrial, Occupational and Organizational Psychology and Behaviour*, 26(2), 177-202.
- Arthur, M. B., & Rousseau, D. M. (1996). Introduction: The boundaryless career as a new employment principle. *The boundaryless career: A new employment principle for a new organizational era*, 3-20.
- Baruch, Y. (2004). *Managing careers: Theory and practice*. Pearson Education.
- Baruch, Y., & Altman, Y. (2016). The ecosystem of labour markets and careers. *People and Strategy*, 39(3), 16.
- Becker, G. (1964). *Human capital: A theoretical and empirical analysis with special reference to education*. New York: Columbia University Press.
- Briscoe, J. P., & DeMuth, R. F. (2003). The impact of the protean career on executive development practice: Evidence from 30 North American companies. In *annual meeting of the Society for Industrial and Organizational Development, Orlando*.
- Briscoe, J. P., & Hall, D. T. (2006). The interplay of boundaryless and protean careers: Combinations and implications. *Journal of vocational behaviour*, 69(1), 4-18.
- Briscoe, J. P., Hall, D. T., & DeMuth, R. L. F. (2006). Protean and boundaryless careers: An empirical exploration. *Journal of Vocational Behaviour*, 69(1), 30-47.
- Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational behaviour*, 31(3), 248-267.
- Centraal Bureau voor de Statistiek. (2018, 23 mei). *1 op 3 werkt 10 jaar of langer bij dezelfde werkgever*. Geraadpleegd op 26 januari 2019, van <https://www.cbs.nl/nl-nl/nieuws/2018/17/1-op-3-werkt-10-jaar-of-langer-bij-dezelfde-werkgever>.

- Clarke, M. (2008). Understanding and managing employability in changing career contexts. *Journal of European Industrial Training*, 32(4), 258-284.
- De Vos, A., Dujardin, J. M., Gielens, T., & Meyers, C. (2017). *Developing Sustainable Careers Across the Lifespan*. Springer International Publishing.
- De Vos, A., De Hauw, S., & Van der Heijden, B. I. (2011). Competency development and career success: The mediating role of employability. *Journal of vocational behaviour*, 79(2), 438-447.
- De Vos, A., & Soens, N. (2008). Protean attitude and career success: The mediating role of self-management. *Journal of Vocational behaviour*, 73(3), 449-456.
- De Vos, A., & Van der Heijden, B. I. (Eds.). (2015). *Handbook of research on sustainable careers*. Edward Elgar Publishing.
- De Vos, A., & Van der Heijden, B. I. (2017). Current thinking on contemporary careers: the key roles of sustainable HRM and sustainability of careers. *Current opinion in environmental sustainability*, 28, 41-50.
- Dikkers, J., De Lange, A., & Van der Heijden, B. (2017). An Integrative Psychological Perspective on (Successful) Ageing at Work. In *The Palgrave Handbook of Age Diversity Work* (pp. 67-88). Palgrave Macmillan UK.
- Dries, N., Pepermans, R., Hofmans, J., & Rypens, L. (2009). Development and validation of an objective intra-organizational career success measure for managers. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(4), 543-560.
- Dusek, G. A., Yurova, Y. V., & Ruppel, C. P. (2015). Using social media and targeted snowball sampling to survey a hard-to-reach population: A case study. *International Journal of Doctoral Studies*, 10, 279-299.
- Employment rate of older workers, age 55-64. (2019, 1 februari). Geraadpleegd op 2 februari 2019, van <https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&pcode=tesem050&plugin=1>
- Fugate, M., Kinicki, A. J., & Ashforth, B. E. (2004). Employability: A psycho-social construct, its dimensions, and applications. *Journal of Vocational behavior*, 65(1), 14-38.
- Garavan, T. N., Morley, M., Gunnigle, P., & Collins, E. (2001). Human capital accumulation: the role of human resource development. *Journal of European industrial training*,

25(2/3/4), 48-68.

- Greenhaus, J. H., Callanan, G. A., & DiRenzo, M. (2008). A boundaryless perspective on careers. *Handbook of organizational behavior*, 277-299.
- Greenhaus, J. H., & Kossek, E. E. (2014). The contemporary career: A work-home perspective. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 361-388.
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of management Journal*, 33(1), 64-86.
- Hall, D. T. (1976). *Careers in organizations*. Pacific Palisades, CA: Goodyear.
- Hall, D. T. (2002). *Careers in and out of organizations* (Vol. 107). Sage.
- Hall, D. T. (2004). The protean career: A quarter-century journey. *Journal of vocational behavior*, 65(1), 1-13.
- Hall, D. T., & Moss, J. E. (1998). The new protean career contract: Helping organizations and employees adapt. *Organizational dynamics*, 26(3), 22-37.
- Hayes, A. F. (2017). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford Publications.
- Heslin, P. A. (2005). Conceptualizing and evaluating career success. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 26(2), 113-136.
- Janssens, M., Sels, L., & Van den Brande, I. (2003). Multiple types of psychological contracts: A six-cluster solution. *Human Relations*, 56(11), 1349-1378.
- Koel, J. (2015). *Drijfveren van inzetbaarheid: De invloed van individueel aanpassingsvermogen, emotionele intelligentie en ontplooiingsmogelijkheden op (duurzame) inzetbaarheid*. Masterthesis Universiteit Utrecht.
- Kristoff-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: a Meta-analysis of Person-Job, Person-Organization, Person-Group, and Person-Supervisor fit. *Personnel psychology*, 58(2), 281-342.
- Lazarova, M., & Taylor, S. (2009). Boundaryless careers, social capital, and knowledge management: Implications for organizational performance. *Journal of Organizational Behavior*, 30(1), 119-139.
- Munasinghe, L., & Sigman, K. (2004). A hobo syndrome? Mobility, wages, and job turnover. *Labour Economics*, 11(2), 191-218.

- Personeelstekort remt groei bedrijfsleven.* (2018, 24 januari). Retrieved 26th of January 2019, van <https://www.nu.nl/economie/5101232/personeelstekort-remt-groei-bedrijfsleven.html>.
- Rothwell, A., & Arnold, J. (2007). Self-perceived employability: development and validation of a scale. *Personnel review*, 36(1), 23-41.
- Schaufeli, W. (2011). Op weg naar een scan ten behoeve van duurzame inzetbaarheid. [Measurement instrument]. Unpublished instrument. Retrieved from J.F.Ybema@uu.nl, 24th of march 2019.
- Schneider, B. (2001). Fits about fit. *Applied psychology*, 50(1), 141-152.
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of applied psychology*, 84(3), 416.
- Taris, T. W., & Kompier, M. (2003). Challenges in longitudinal designs in occupational health psychology. *Scandinavian journal of work, environment & health*, 29(1), 1-4.
- Van der Heijde, C. M. (2014). Employability and self-regulation in contemporary careers. In *Psycho-social career meta-capacities*(pp. 7-17). Springer, Cham.
- Van der Heijde, C. M. V. D., & Van Der Heijden, B. I. (2006). A competence-based and multidimensional operationalization and measurement of employability. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 45(3), 449-476.
- Van Vuuren, T., Ybema, J. F., Neessen, P., Marcelissen, F., & Van Dam, K. (2015). Vitale, gezonde en duurzaam inzetbare werknemers in Limburgse organisaties.
- Verbruggen, M. (2012). Psychological mobility and career success in the ‘new’ career climate. *Journal of Vocational Behavior*, 81(2), 289-297.
- Volmer, J., & Spurk, D. (2011). Protean and boundaryless career attitudes: Relationships with subjective and objective career success. *Zeitschrift für ArbeitsmarktForschung*, 43(3), 207-218.
- Weick, K. E. (1996). Enactment and the boundaryless career: Organizing as we work. *The boundaryless career: A new employment principle for a new organizational era*, 40-57.
- Zaleska, K. J., Gratton, L., & De Menezes, L. M. (2002). Sources of development and mobility: an empirical test of the boundaryless career concept. *Facultyresearch. london.edu/docs/02-01.pdf*.

Appendix A: Questionnaire

Masterthesis 2018-2019 - Dara Sengler

Start van blok: Default Question Block

Geachte heer/mevrouw,

Allereerst, hartelijk dank voor uw interesse in dit onderzoek! In deze informatiebrief zal ik u kort uitleggen wat de opzet van deze studie is en wat uw medewerking precies inhoudt.

De studie wordt uitgevoerd door mij, Dara Sengler, studente Arbeids- en Organisatie Psychologie aan de Universiteit Utrecht, onder de begeleiding van de heer J. F. Ybema. Het onderzoek gaat over uw ervaringen en attitudes met betrekking tot uw eigen loopbaanontwikkeling en vormt de basis voor mijn Master thesis. Uw hulp bij mijn afstuderen wordt dan ook ontzettend op prijs gesteld.

U zult voor dit onderzoek gevraagd worden een korte vragenlijst in te vullen. De weergave van deze vragenlijst is het mooist op uw tablet of pc, maar de vragenlijst is ook zeker op uw mobiele telefoon in te vullen.

U kunt deelnemen aan dit onderzoek als u tussen de 18 en 65 jaar oud bent en een baan heeft. Uw deelname aan dit onderzoek zal ongeveer 5 à 10 minuten duren. Uw antwoorden zijn volledig anoniem en kunnen dus op geen enkele wijze aan uw identiteit worden gekoppeld. Deelname aan dit onderzoek is geheel vrijwillig. U kunt op elk gewenst moment besluiten om te stoppen met het onderzoek, zonder opgaaf van reden.

Indien u nog vragen heeft over dit onderzoek, kunt u contact opnemen met de onderzoekster door te mailen naar:

d.sengler@students.uu.nl

Door de onderstaande verklaring aan te vinken, geeft u aan het bovenstaande gelezen te hebben en deel te willen nemen aan het huidige onderzoek.

- Ik heb bovenstaande informatie gelezen en begrepen en neem graag deel aan het onderzoek.

-----Pagina einde-----

Wat is uw huidige leeftijd in jaren?

- Jonger dan 18
 - 18-24
 - 25-34
 - 35-44
 - 45-54
 - Ouder dan 54
-

Bent u een man of een vrouw?

- Vrouw
 - Man
 - Ik geef hier liever geen antwoord op
-

Wat is uw hoogst afgeronde opleiding?

- Geen of basisonderwijs
 - VMBO of MAVO
 - HAVO of VWO
 - MBO
 - HBO
 - WO
-

Wat voor soort contract heeft u?

- Momenteel niet werkzaam
 - Werkzaam via een uitzendbureau of een flexibel contract
 - Tijdelijk contract
 - Vast contract
 - Zelfstandige zonder of ondernemer met personeel
-

Hoeveel uur werkt u gemiddeld per week?

- Minder dan 12
 - 12-24
 - 25-35
 - Meer dan 35
-

In welke sector bent u werkzaam?

- Landbouw, bosbouw of visserij
 - Delfstoffen winning
 - Industrie
 - Energievoorziening, waterbedrijven of afvalbeheer
 - Bouwnijverheid
 - Handel
 - Vervoer of opslag
 - Horeca
 - Informatie of communicatie
 - Financiële dienstverlening
 - Verhuur of handel van onroerend goed
 - Specialistische zakelijke diensten
 - Verhuur en overige zakelijke diensten
 - Openbaar bestuur of overheidsdiensten
 - Onderwijs
 - Gezondheids- of verzorgingszorg
 - Cultuur, sport of recreatie
 - Overige dienstverlening, huishoudens en extraterritoriale organisaties
-

Heeft u een leidinggevende functie?

- Ja
- Nee

-----Pagina einde-----

De volgende vragen gaan over de match die u ervaart tussen uzelf en de organisatie waarbij u momenteel werkzaam bent

	Helemaal niet	Nauwelijks	In redelijke mate	In hoge mate	In zeer hoge mate
Mijn kennis en vaardigheden sluiten goed aan bij datgene wat de organisatie nodig heeft	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Met mijn capaciteiten en ervaringen lever ik een belangrijke bijdrage aan de organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik beschouw mezelf als een waardevolle werknemer voor mijn organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik pas goed bij mijn organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn organisatie biedt me precies wat ik zoek	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik kan me geen organisatie voorstellen die beter bij me past	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn organisatie komt tegemoet aan al mijn wensen en verlangens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De cultuur die er in deze organisatie heerst past goed bij mij	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

-----Pagina einde-----

De volgende vragen gaan over het soort taken en projecten die u prefereert

	Helemaal niet	Nauwelijks	In redelijke mate	In hoge mate	In zeer hoge mate
Ik zoek werkopdrachten waarbij ik iets nieuws kan leren	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou graag aan projecten werken samen met mensen uit verschillende organisaties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik geniet van opdrachten waarbij ik buiten de organisatie moet werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind taken op werk leuk waarbij ik buiten mijn afdeling moet werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind het leuk met mensen van buiten mijn organisatie te werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik vind banen prettig die van me vereisen te interacteren met mensen uit veel verschillende organisaties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb in het verleden mogelijkheden gezocht die het mogelijk maken buiten de organisatie te werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik voel me energiek in nieuwe situaties en bij nieuwe ervaringen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

De volgende vragen gaan over de organisaties waarin u zou willen werken

	Helemaal niet	Nauwelijks	In redelijke mate	In hoge mate	In zeer hoge mate
Ik houd van de voorspelbaarheid die hoort bij het blijven werken voor dezelfde organisatie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik zou me erg verloren voelen als ik niet meer voor mijn huidige organisatie zou kunnen werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik geef de voorkeur aan blijven werken bij een bedrijf dat ik al heb leren kennen, dan elders naar werk te zoeken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als mijn organisatie levenslange werkgelegenheid zou bieden, zou ik er nooit naar verlangen werk te zoeken bij andere organisaties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In mijn ideale loopbaan zou ik slechts voor een organisatie werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

-----Pagina einde-----

De volgende vragen gaan over uw loopbaanontwikkeling

	Helemaal niet	Nauwelijks	In redelijke mate	In hoge mate	In zeer hoge mate
Wanneer ontwikkelingsmogelijkheden niet door mijn bedrijf werden aangeboden, heb ik deze zelf opgezocht	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik ben zelf verantwoordelijk voor het succes of falen van mijn carrière	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Over het algemeen ben ik onafhankelijk en zelfsturend in mijn loopbaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De vrijheid om mijn eigen loopbaan te kiezen is een van mijn belangrijkste waarden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik stuur zelf mijn carrière	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uiteindelijk, vertrouw ik op mezelf om mijn carrière vooruit te helpen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waar het om mijn carrière gaat, trek ik mijn eigen plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In het verleden heb ik meer op mezelf vertrouwd dan op anderen om een nieuwe baan te vinden, wanneer dit nodig was	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

-----Pagina einde-----

De volgende vragen gaan over uw **tevredenheid** met uw loopbaan

	Sterk mee oneens	Oneens	Noch oneens, noch eens	Eens	Sterk mee eens
Ik ben tevreden met het succes dat ik heb bereikt in mijn carrière	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ik ben **tevreden** met de vooruitgang die ik heb geboekt in

	Sterk mee oneens	Oneens	Noch oneens, noch eens	Eens	Sterk mee eens
Mijn algemene loopbaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mijn inkomen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het maken van promotie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het ontwikkelen van nieuwe vaardigheden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

-----Pagina einde-----

De volgende vragen gaan over het vinden van een andere baan

	Sterk mee oneens	Oneens	Noch oneens, noch eens	Eens	Sterk mee eens
Het wordt moeilijk voor mij nieuw werk te vinden als ik deze organisatie verlaat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Als ik word ontslagen, zal ik snel een gelijkwaardige baan vinden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ik heb er vertrouwen in dat ik een andere baan zou vinden als ik zou gaan zoeken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ik verwacht dat ik tot aan de pensioengerechtigde leeftijd:

	Zeker niet	Waarschijnlijk niet	Misschien	Waarschijnlijk wel	Zeker wel
Lichamelijk in staat zal zijn om te werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Psychisch in staat zal zijn om te werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gemotiveerd zal zijn voor het werk dat ik doe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wil blijven werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De juiste kennis en vaardigheden zal hebben om te werken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Goed zal kunnen presteren in het werk dat ik doe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

-----Pagina einde-----

Heeft u nog vragen of opmerkingen over uw deelname aan het onderzoek?

Einde blok: Default Question Block

Geachte heer/mevrouw,

Hartelijk dank voor uw deelname aan het huidige onderzoek! De ingevulde enquête is opgeslagen en beëindigd. U kunt het onderzoek verlaten door het scherm af te sluiten.

Mocht u nog vragen of opmerkingen hebben naar aanleiding van de zojuist ingevulde vragenlijst, of wilt u op de hoogte worden gehouden van de resultaten van het onderzoek verzoek ik u te mailen naar:
d.sengler@students.uu.nl

Met vriendelijke groet,

Dara Sengler