



## AUTHOR/REVIEWER LOGIN

[Login to FastTrack](#)

## MAIN MENU

[Databases, Indexes & Listings](#)

[CALL FOR PAPERS!!](#)

[Contact Information](#)

## HOME

### WELCOME TO IJOI

Administrator

[Main](#)

September 29 2010

Hits: 227310



THE INTERNATIONAL JOURNAL OF ORGANIZATIONAL INNOVATION (IJOI)

IJOI (ISSN 1943-1813) is an international, interdisciplinary, open-access, double-blind, peer-reviewed journal. The Innovation related topics include management & organizational development themes, as well as engineering & IT (See BACK ISSUES to view past topics).

### URL JURNAL

<https://www.ijoi-online.org/index.php>

### URL ARTIKEL

<https://www.ijoi-online.org/index.php/back-issues-11-20/29-vol-15-num-2-october-2022/419-differences-in-millennial-employees-protean-career-attitude-passion-for-work-and-turnover-intention-in-indonesia-and-malaysia>



## DIFFERENCES IN MILLENNIAL EMPLOYEES' PROTEAN CAREER ATTITUDE, PASSION FOR WORK AND TURNOVER INTENTION IN INDONESIA AND MALAYSIA

Netania Emilisa  
Universitas Trisakti, Indonesia  
[netania@trisakti.ac.id](mailto:netania@trisakti.ac.id)

Egabetha Amirah Yudhaputri  
Universitas Trisakti, Indonesia

Ghea Indiani Thermalista  
Monash University, Malaysia

### Abstract

This study aimed to examine the differences in protean career attitude, passion for work, and turnover intention among millennial employees in Indonesia and Malaysia. This research was conducted with a quantitative approach using an online questionnaire to get primary data with as many as 210 respondents from Indonesia, and those from Malaysia, with only as many as 54 respondents. This study used non-probability sampling using the purposive sampling method. Hypothesis testing techniques use Structural Equation Modelling with Partial Least Square (SEM-PLS) and previously performed instrument tests using validity and reliability tests. From the results of hypothesis testing for millennial employees from Indonesia, all hypotheses are supported that there is an influence direct and indirect between protean career attitude, passion for work, and turnover intention. At the same time, there is one hypothesis for millennial employees in Malaysia whose results are different, namely that there is no influence between protean career attitude and turnover intention

Key words: protean career attitude, passion for work, turnover intention, millennial employees

Introduction

The biggest problem in employment in Indonesia and Malaysia is em-

employee productivity. Several factors can affect the productivity and performance of employees, including career, namely how a person climbs up the ranks of positions in the organization. Gulyani & Bhatnagar (2017) explained that in this era, the demographics of the workforce began to enter from the generation born from 1980-2000. Changes in the workforce with the entry of the millennial generation change attitudes and paradigms toward the workplace of employees, causing many employees to explore their career growth (Direnzo & Greenhaus, 2011); (McGinley et al., 2020).

Millennials have different personalities, values, and work expectations than previous generations (Leung, 2013). The millennial generation is rapidly absorbing new knowledge and has high creativity, motivation, and ambition becomes a positive point for the company. On the other hand, this millennial generation gives up quickly, gets bored easily, leaves their job if they feel there is a perceived discrepancy, demands flexibility in the workplace, and loses some formalities in work, such as clothing. Therefore, organizations must be able to build an up-to-date strategy to be able to attract, involve, and retain a millennial workforce that can create a sustainable competitive advantage because, of course, there are some shifts like work in a company such as a career planning which was initially a traditional protean career (Gossett & Winter, 2014), (Ng et al., 2012) (Lyons et al., 2014) (Jerome et al., 2014). Given this phenomenon, the role of organizations in career planning must be able to attract applicants and be able to internally prepare employees who have good performance to be placed

in key positions in the future (Jackson & Wilton, 2016). Kothapalli & Swetha (2017) in their research reveal that traditional careers in most companies, both conventional and modern, are shaped like climbing stairs vertically, linear in nature so that the abilities and expertise of an employee to occupy the position level above are fully regulated by decision makers or the company (Hall, 1996) initiated an idea of change in employee career management, where careers should focus on employee abilities, not a process of climbing a hierarchy in an organization, an employee's career is managed, regulated and dependent on themselves. The organization only becomes a facilitator for improving the skills and knowledge of its employees.

This concept was eventually known as the protean career attitude. Implementing a protean career requires a high level of self-awareness and responsibility. Many people are happy with the freedom this protean career offers, but many are afraid of this freedom because they feel it will reduce outside support. In this concept, employees are in full control of their careers and career paths in the future. In addition, it is also necessary to change the attitudes, behavior, and responsibilities of employees towards their work. Protean career is used to describe careers that are driven by individuals not organizations, based on individual goals, spanning the entire life space, and driven by success objectives such as salary, rank, or power (Volmer & Spurk, 2011). A protean career allows a person to adapt quickly, beyond his needs or desires. Individuals control their careers with little help from the organization (Redondo et al., 2019). Em-

ployees with a protean career attitude will help them find future career plans so that if they also have a passion for work, they will try their best to achieve their intended career in the future as planned (Gulyani & Bhatnagar, 2017). Millennial generation employees tend to often move from one job to another. Therefore, companies must try to prevent this condition by providing opportunities for millennial generation employees to improve their ability to produce better productivity and commitment to company goals, as well as provide a supportive environment if employees are in the company. Employees remain responsible for their careers, and the company's responsibility is to provide an environment and opportunity for employee development to prevent high turnover among millennial employees.

A lack of job satisfaction can cause high turnover intention in the millennial generation, not feeling like they have work engagement and shared passion. Passion for work in millennial employees can produce positive outcomes and support the careers of employees where they can do work more effectively and efficiently, have a low turnover intention, and increase creativity from their employees (Gong et al., 2020). The results of literature studies from various previous studies show that there is a significant influence between protean career attitude and several variables such as a passion for work, pro-active work behavior, organizational commitment, career goals, and turnover intention (Gulyani & Bhatnagar, 2017); (Hall et al., 2018); (Redondo et al., 2019); (Rahim, 2020); (Saraswati et al., 2020) and (Kale & Zer, 2020). In these studies, almost all

the hypotheses tested are the direct effects of two related variables. Only a tiny part of these studies examines the role of intervening variables. No research has been found that examines passion for work as an intervening variable between protean career attitude and turnover intention.

## Literature Review

### *Passion Career Attitude*

Career orientation's core value is to explain career decisions with subjective success criteria such as psychological success, not objective ones such as salary or position. Therefore, individuals are more responsible than organizations for transforming their career paths (Hall, 1996). In another opinion, protean career attitude is the behavior of people with the skills and abilities according to their work environment. Besides that, they have flexibility, are free of values, believe in continuous learning, and seek intrinsic satisfaction from work (Cordeiro & de Albuquerque, 2017). Briscoe et al. (2006) explain that a protean career attitude is an individual who can better manage all changes that occur in work. Rahim (2020) argues that one gets the opportunity to work for different companies, which can involve different roles and work experiences. It is also common to be employed in various fields and industries. For this reason, individuals can invest in professional career development and learn from the experience gained at the beginning of their careers. The more practical a person's work with his personality, the more efficient and motivated he will be.

Another opinion (Rahim & Siti-Rohaida, 2015) explains protean career attitude as a process in which a person and not a company regulates where the individual has his own career choice and seeks to fulfill himself, which is an integrated part of his life, and the success achieved. So, it can be concluded that the protean career attitude is the attitude of employees to determine their career choices and not depend on the company to achieve the success of the employee concerned. According to Briscoe et al. (2006), the dimensions of the Protean Career are.

(1). Values-Driven, namely internal principles and attitudes will motivate and guide a person in making decisions related to his career based on extrinsic factors such as salary. An employee with a values-driven attitude will rely only on his or her internal principles and values when making career choices. Everyone's personal values (internal) provide guidance and measures of success for an individual's career. A person's attitude aligns the decisions they will make for their career with their values and goals. Values-driven can also refer to an individual's high awareness of his value priorities and using this as a standard in making and assessing decisions.

(2). Self-Directed is someone who can manage himself and always directs himself continuously to learn. Individuals who show self-directedness will require more challenging tasks and are always looking for opportunities to gain self-development. Therefore, companies must implement various initiatives to facilitate their employees to conduct discussions and negotiations about career

paths that follow their values and not just provide extrinsic rewards such as salaries. Personal career management can adapt to performance and learning demands. In other words, someone plays an independent role without interference from other people or their organization in managing their behavior in their work to achieve the success they want in their career. Self-directed also refers to the degree to which a person strategically controls his or her career.

Passion for Work is defined as a strong tendency of an individual toward a job that he loves very much and the assumption that the job is a crucial part of him where an individual can invest a significant amount of time and energy he has into the work (Zito & Colombo, 2017). Passion is a burning desire, strong belief, and all aspects that make people disciplined to achieve their vision. A person's dream can come true when he has the desire and intention to make it happen (Jalali & Heidari, 2016). De Clercq et al. (2013) argue that passion for work is all forms of enthusiasm and motivation in doing work, per everyone's conditions and interests. Work passion is a combination of solid individual well-being states, positive emotions, meaning-based originating from repeated cognitive and affective assessments of work situations in organizations that result in consistent and constructive work intentions and behaviors (Burke et al., 2015). So, the passion for work is an intense desire from an employee for his work and feels that the work he does is a part that is very suitable and suitable for the employee, so he is willing to devote himself to the job. According to Vallerand (2012), there are

two dimensions of Passion for work, namely (1). Harmonious Passion occurs due to internalizing an activity or into an individual. This internalization is characterized if the individual feels that a job is essential and accepts the job without any other interest. This internalization generates the power of motivation from within oneself to engage in work voluntarily and creates a strong sense of will do the work. Harmonious Passion is also characterized if an individual does not feel forced to do his job and the individual feels the freedom to do that work (Burke et al., 2015). Individuals with a harmonious passion have more perseverance and persistence in carrying out and carrying out their duties. The job will be part of the individual's identity because the individual feels the work is fun and satisfying (2). Obsessive Passion occurs in an individual due to the process of internalizing an activity that is controlled by oneself to become the identity of an individual. This internalization comes from the pressure that arises from oneself or from outside, either because of interests attached to the work, feelings of acceptance from the social environment if doing the work, self-esteem, or the feeling of happiness that occurs when individuals are involved in their work. So even though the individual likes his job, internal interest factors play an essential role in carrying out the work. This is also supported by Burke et al. (2015) that individuals with a strong obsessive passion will work diligently and find it difficult to get away from work. However, individuals do the work only because the work fulfills the interests that the individual needs.

Turnover Intention is an employee's desire to leave the organization (Jehanzeb et al., 2013). Arnes & Wardani (2020) define turnover intention as the level at which individuals who want to leave membership in an organization. According to Gong et al. (2020), turnover is illustrated as an illustration of the percentage of employees who leave the organization. Meanwhile, Sun (2011) explains that turnover intention is a picture of an employee's desire to leave their current job and aim to find another job. Another researcher, Guixia & Abdullah (2019), explained that turnover refers to the possibility that a person will change his job within a certain period or is defined as a deliberate and deliberate determination to leave the organization. F. C. Bothma & Roodt (2012) describe turnover intention as a conscious and intentional state to leave the organization. Therefore, it can be concluded that Turnover Intention is the desire of an employee to leave the workplace voluntarily. According to Kim et al. (2015) and Su (2021), the factors that influence turnover intention are mainly due to realistic considerations regarding salary, promotion, working time, career, shift assignments or working hours, and related to the characteristics of the individuals being accompanied, such as conditions physical condition, desire in other occupations, antagonistic relationship with current co-workers, the distance between residence and company, and combining work with study. Dechawatanapaisal (2018) mentioned that turnover intention occurs when an employee has found another organization, so he intends to leave his current organization because of opportunities for better training and career development in other



companies, better compensation and benefits, and poor management. Employee dissatisfaction with organizational policies and employees have a low level of organizational commitment.

### *Hypotheses Formulation*

A passion for work characterizes a protean career attitude and passion for work, always motivation, and the implementation of work-related plans to achieve a goal per individual values. Protean career attitude can help individuals realize the career they want to pursue to increase self-identification, which is marked as a source of finding work passion (De Clercq et al., 2013). Gulyani & Bhatnagar (2017) documented that a protean career attitude can help in increasing employees' passion for work. The behavior of the millennial generation in the protean career process affects their passion for their work (McGinley et al., 2020). A study conducted by Saraswati et al. (2020) conceptually explains that a protean career attitude is a basis for increasing employee passion which will produce career success. People with a high protean career attitude are expected to be aware of their future careers. They are expected to follow their inner voice while advancing their career compared to people with low on this dimension to increase their passion for work (Alok & Rajthilak R., 2021). Therefore, the hypotheses that can be proposed are:

H1: Protean Career Attitude has a positive effect on Passion for Work

An employee with a protean career attitude will consider his criteria rather

than the organization that regulates its employees so that it can increase the level of turnover intention (Redondo et al., 2019). Likewise, employees with a protean career attitude will be more proactive (Briscoe & Finkelstein, 2009) and tend to move jobs to other higher places. Employees with a protean career attitude tend to have a broader lifelong learning orientation, develop opportunities for continuous learning and exhibit more significant mobility tendencies (Bardoel, 2019). Individuals with a protean career attitude tend to leave work more efficiently (Redondo et al., 2019). Cannon & Shay (2018) also confirm that employees who have a high desire to be able to manage their careers and feel that there is a mismatch between their interests and the rules of the company, then they will decide to quit their jobs and work elsewhere according to their plans. Careers for which they are designed.

H2: Protean Career Attitude has a positive effect on Turnover Intention

Quality to survive is a positive form of turnover intention. This aspect states that someone with a high work passion is not easily discouraged in the face of difficulties in employee's work. This means there is perseverance and complete trust. Passion is a burning desire, belief, and intense drive that keeps people disciplined to achieve their vision and remain in the organization (Gong et al., 2020). McGinley et al. (2020) found that a high passion for work affects a decrease in turnover intention. The impact of work passion, work engagement, and job satisfaction can reduce employee turnover intention. Azmi et al. (2021) found that har-

monious passion for work has a negative effect on turnover intention and obsessive passion positively influences turnover intention. Rodrigues et al. (2015) and Rodrigues et al. (2019) did not find a direct relationship between protean career attitude and the desire to change jobs. However, they must go through work passion. Employees who do not have a passion for work will immediately seek new jobs.

H3: Passion for Work has a negative effect on Turnover Intention

H4: Passion for Work mediates the influence between Protean Career Behavior and Turnover Intention

### Methodology

The variables in this study refer to previous research conducted by Saraswati et al., (2020); Cordeiro & de Albuquerque, (2017); McGinley et al., (2020) where all variables were measured using a five-point interval scale with alternative answers from strongly disagree to strongly agree. Protean Career Attitude measure with fifteen item, Passion for Work with twelve item and Turnover Intention with six items, and this research uses purposive sampling technique. The sample criteria are millennial generation employees in Indonesia and Malaysia. A total of 264 respondents were collected as a sample, from Indonesia 210 and 54 from Malaysia. SEM-PLS was used to analysis the data.

### Validity and Reliability Test Result

The processing results from Indonesian's Millennial Employees show that

of the fifteen indicators of the Protean Career Attitude measurement that have been proven valid because they produce an outer loading value  $> 0.5$ , only six indicators are indicators PC9, PC10, PC11, PC13, PC14, and PC15. The other nine indicators are invalid because they produce an outer loading of  $< 0.5$ . The nine indicators are PC1, PC2, PC3, PC4, PC5, PC6, PC7, PC8, and PC12. The reliability test results for the six indicators of the valid protean career attitude variable resulted in a Cronbach alpha value of  $0.786 > 0.6$ , which means that the six indicators of the protean career attitude variable were consistent (reliable). The validity test with twelve indicators concluded that only five indicators were valid because they resulted in an outer loading value  $> 0.5$ . The five indicators in question are PW7, PW8, PW9, PW11, and PW12, while the other seven indicators are invalid because they produce an outer loading value  $< 0.5$ . The seven indicators referred to are PW1, PW2, PW3, PW4, PW5, PW6, and PW10. The reliability testing results for five valid indicators resulted in a Cronbach alpha value of  $0.758 > 0.6$ , which means that the five indicators of the passion for work variable proved reliable. Thus, of the twelve measurement indicators of the passion for work variable that has been proven valid and reliable, only five indicators will later be used in testing the research hypothesis. The validity test for turnover intention with six indicators resulted in the conclusion that only five indicators were valid because they produced an outer loading value  $> 0.5$ . The five indicators in question are TI1, TI2, TI4, TI5, and TI6, while one indicator, namely TI3, is invalid because it produces an outer loading value of



<0.5. Reliability testing for five valid indicators resulted in a Cronbach alpha value of  $0.846 > 0.6$ , which means that the five indicators of the turnover intent variable were reliable. Thus, of the six measurement indicators of the turnover intention variable that have been proven valid and reliable, only five indicators will be used in testing the research hypothesis.

The Validity and Reliability Test for Millennial Employees from Malaysia show that from fifteen indicators of Protean Career Attitude measurements that were proven valid because they produced an outer loading value  $> 0.5$ , as many as eight indicators, namely indicators PC1, PC2, PC3, PC4, PC5, PC8, PC12, and PC15. The other seven indicators are invalid because they produce outer loading  $< 0.5$ . The seven indicators in question are PC6, PC7, PC9, PC10, PC11, PC14, and PC15. The reliability test results for eight valid Protean Career Attitude indicators resulted in a Cronbach alpha value of  $0.684 > 0.6$ , which means that six indicators of the protean career variable are consistent (reliable). Validity testing with twelve indicators resulted in the conclusion that only five indicators were valid because they resulted in an outer loading value  $> 0.5$ . The five indicators in question are PW2, PW3, PW4, PW5, and PW6, while the other seven indicators are invalid because they produce an outer loading value  $< 0.5$ . The seven indicators referred to are PW1, PW7, PW8, PW9, PW10, PW11, and PW12. The reliability testing results for five valid indicators

resulted in a Cronbach alpha value of  $0.758 > 0.6$ , which means that the five indicators of passion for work proved reliable. Thus, of the twelve measurement indicators of passion for work that are proven valid and reliable, only five indicators will be used in testing research hypotheses. The tested validity turnover intention with six indicators, concluding that only five were valid because they produced an outer loading value  $> 0.5$ . The five indicators in question are TI1, TI2, TI3, TI4, and TI5, while one indicator, namely TI6, is invalid because it produces an outer loading value of  $< 0.5$ . Reliability testing for five valid indicators resulted in a Cronbach alpha value of  $0.846 > 0.6$ , which means that the five indicators of the turnover intent variable proved reliable. Thus, of the six measurement indicators of the turnover intention variable that have been proven valid and reliable, only five indicators will later be used in testing the research hypothesis.

Based on Table 1, most of the respondents were female in Indonesia and Malaysia, most of them were 20-25 years old and many of the millennial employees choose other work sectors, where many of them work in start-ups, have their own business, event organizers and supply chain companies.

### Result and Findings

After processing the data using AMOS 25, the results of hypothesis testing can be presented as follows.

Table 1: Respondent Characteristics

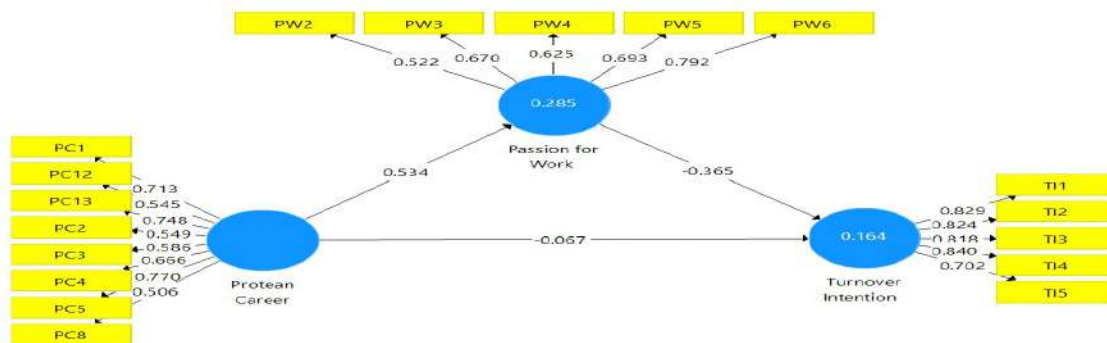
| Demographics         | Indonesia |            | Malaysia  |            |
|----------------------|-----------|------------|-----------|------------|
|                      | Frequency | Percentage | Frequency | Percentage |
| <b>Gender:</b>       |           |            |           |            |
| Men                  | 85        | 40.5%      | 21        | 38.9%      |
| Women                | 125       | 59.5%      | 33        | 61.1%      |
| <b>Age:</b>          |           |            |           |            |
| 20 – 25              | 124       | 59.0%      | 23        | 42.6%      |
| 26 – 30              | 40        | 19.0%      | 23        | 42.6%      |
| 31 – 35              | 32        | 15.2%      | 3         | 5.6%       |
| 36 – 40              | 14        | 6.7%       | 5         | 9.3%       |
| <b>Work Sectors:</b> |           |            |           |            |
| Finance              | 34        | 16.2%      | 2         | 3.7%       |
| IT                   | 21        | 10.0%      | 6         | 11.1%      |
| Retail               | 10        | 4.8%       | 3         | 5.6%       |
| Food Industry        | 19        | 9.0%       | 5         | 9.3%       |
| e-Commerce           | 13        | 6.2%       | 5         | 9.3%       |
| Healthy              | 9         | 4.3%       | 4         | 7.4%       |
| Investment           | 3         | 1.4%       | 1         | 1.9%       |
| Consultant           | 21        | 10.0%      | 4         | 7.4%       |
| Others               | 80        | 38.1%      | 24        | 44.4%      |

Source: Results of data processing

Table 2: Hypotheses Testing Results

| Hypotheses | Indonesia   |         |           | Malaysia    |         |               |
|------------|-------------|---------|-----------|-------------|---------|---------------|
|            | Coefficient | p-value | Decision  | Coefficient | p-value | Decision      |
| PCA - PFW  | 0.458       | 0.000   | Supported | 0.534       | 0.000   | Supported     |
| PCA - TI   | 0.162       | 0.012   | Supported | -0.067      | 0.382   | Not Supported |
| PFW - TI   | -0.199      | 0.013   | Supported | -0.365      | 0.003   | Supported     |
| PCA-PFW-TI | 0.091       | 0.015   | Supported | -0.195      | 0.014   | Supported     |

Source: Results of data processing



From the results of testing hypothesis 2, there are differences in results between millennial and Indonesian employees and those in Malaysia. For the results in Indonesia, protean career attitude has a positive influence on turnover intention. The results of testing this hypothesis are supported by several previous studies proposed by Briscoe & Finkelstein (2009), Cannon & Shay (2018), Redondo et al. (2019), and Bar-doel (2019). An employee with a protean career attitude will consider his career without the need for interference from the organization that regulates his employees. Therefore, the turnover intention rate will increase along with the high protean career adopted by millen-

nial generation employees. Millennial generation employees who have more flexible characteristics make turnover intention behavior higher. Millennial generation employees are more daring to express themselves if something is wrong and dare to leave their current workplace quickly and easily find a new job (Lajom et al., 2018). Millennials with a protean career attitude will tend to leave work more efficiently. If they feel there is a mismatch between the employees' interests and the company's rules, they will decide to quit their jobs and work elsewhere according to their career plans. They designed it themselves. Millennials in the workforce are often labeled as the generation of fleas, meaning

they often change jobs in a short time. However, with the duration of this job shift, millennials are a generation with much experience at a young age as a positive side. The results of testing hypothesis 2 in Malaysia found that the positive influence between protean career attitude and turnover intention was not proven. This is due to the fear of losing their jobs; in a pandemic situation like the current one looking for a new job is certainly not easy; in fact, many employees are forced to be laid off and lose their jobs. So even though millennial employees in Malaysia have a high protean career attitude, they still stay at the company.

From the third hypothesis, the results of hypothesis testing are obtained that there is a negative influence between passion for work on turnover intention, both in Indonesia and in Malaysia, under the results of previous research from Gong et al. (2020); McGinley et al., (2020) and Azmi et al., (2021) that millennial employees are an adaptive generation because they have an open mindset. Moreover, if their work is per their passion, they will not leave their job. The important thing for millennials is creativity and community. They always want to work with others to get maximum results and are happy with anyone who can do the job well. The quality of survival is a positive form. This aspect states that someone with a high work passion is not easily discouraged in the face of difficulties in his work. This means there is perseverance and complete trust. *Passion* is a burning desire, belief, and drive that keeps people disciplined to achieve their vision and stay in the organization. The two

forms of passion are generated from different internalization bases. Different bases of internalization allow for the possibility that one form of passion may lead to positive outcomes while another may not. In the work context, harmonious passion results from autonomous or voluntary internalization (Ryan & Deci, 2000) of a job, meaning that individuals freely and voluntarily view their work as necessary because of the characteristics of the work itself. Individuals with harmonious passion describe their work because they choose, not because of the pressure or results (for example, feelings of approval or social recognition) that come from work. Thus, harmonious passion causes individuals to see their work as important and significant (Vallerand et al., 2003) and reduces turnover intention (Vallerand et al., 2010).

For the last hypothesis, the fourth hypothesis also has the same testing results in both Indonesia and Malaysia, namely that protean career attitude affects turnover intention mediated by a passion for work with  $p\text{-value} < 0.05$ . This result is also the same as previous research from Rodrigues et al. (2015) and Rodrigues et al. (2019) that there was no direct relationship between protean career attitude and the desire to change jobs. However, it must go through work passion, and if employees do not have passion for work, they will immediately look for a new job. There are several similarities in the hypothesis testing carried out, which can be caused because Indonesia and Malaysia are allied countries with similar cultural characteristics, so the thoughts of the millennial generation in the two countries are also not too different. In this fourth hy-

pothesis, the role of passion for work significantly reduces turnover intention among millennials in Indonesia and Malaysia. Usually, the terms passion and work are two similar things. Work is what is done to get paid and to earn a living, while passion is something that is practiced for the pleasure or excitement that will be obtained while doing it; if the millennial generation can combine passion with work, employees will do their best in terms of performance and performance, will do the best work like never.

#### Conclusions, Implications and Suggestions

Based on the results of the evaluation and review heretofore illustrated, the results that can be taken are Protean career attitude has a positive and significant effect on passion for work both in Indonesia and Malaysia, Protean career attitude has a negative and significant effect on turnover intention for millennial generation employees in Indonesia, while for millennial generation employees in Malaysia there is no negative effect between protean career attitude and turnover intention, Passion for work has a positive and significant effect on turnover intention in both Indonesia and Malaysia and Passion for work mediates the effect of protean career attitude on turnover intention. **Implications** Indonesia and Malaysia have employees from the millennial generation can learn the characteristics of the millennials to understand the best way to manage employees from the millennial generation according to work passions filled with fresh, unique, and even anti-mainstream ideas in their career devel-

opment. For example, where the standards of young people who do not match the situation are too formal and complicated in doing their jobs, it can reduce turnover intention. This, of course, can be used for company development to win the competition from business competitors and win the business market more efficiently. Besides that, the millennial generation's networking connections are extensive because the millennial generation is the most active category of social media and internet users. So, by hiring millennial employees, the company can take advantage of this as a promotional medium for the company. Therefore, millennial generation employees can be a more effective promotional medium.

What can be input for further researchers are compare millennials in other countries that are not the same as Indonesia to get more varied results, adding proactive work behavior variable (Purba et al., 2022), career satisfaction and boundaryless career (Kale & Ozer, 2020).

#### References

- Alok, S., & Rajthilak R. (2021). Protean and Boundaryless Career Attitude as Determinants of Well-being Among Indian IT Temporary Agency Workers. *Vision: The Journal of Business Perspective*, 097226292110362. <https://doi.org/10.1177/09722629211036208>
- Arnes, M., & Wardani, L. (2020). The Effect Of Job Insecurity To Turnover Intention Of Outsource

- Employees At PT . X. *Southeast Asia Psychology*, 10(January), 30–51.
- Azmi, M., Hanafi, A., & Adam, M. (2021). Mediating Role Of Job Satisfaction In The Effect Of Work-Life Balance And Work Passion On Turnover Intention. *Junior Scientific Researcher*, VII(1), 33–48.
- Bardoel, L. (2019). *The Relationship between Protean Career Orientation and Turnover Intention : The Mediating Role of Knowledge Hiding and the Moderating Roles of Social LMX and Economic LMX*. September 2018.
- Bilginoğlu, E., & Yozgat, U. (2021). The Impact of Sparking Leadership on Creating Work Passion and Job Satisfaction in Organizations – An Empirical Study. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 21(1), 43–58.  
<https://doi.org/10.18037/ausbd.902549>
- Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), 1–12.  
<https://doi.org/10.4102/sajhrm.v11i1.507>
- Bothma, F. C., & Roodt, G. (2012). Work-based identity and work engagement as potential antecedents of task performance and turnover intention: Unravelling a complex relationship. *SA Journal of Industrial Psychology*, 38(1), 1–17.
- Briscoe, J. P., & Finkelstein, L. M. (2009). The “new career” and organizational commitment: Do boundaryless and protean attitudes make a difference? *Career Development International*, 14(3), 242–260.  
<https://doi.org/10.1108/13620430910966424>
- Briscoe, J. P., Hall, D. T., & Frautschy DeMuth, R. L. (2006). Protean and boundaryless careers: An empirical exploration. *Journal of Vocational Behavior*, 69(1), 30–47.  
<https://doi.org/10.1016/j.jvb.2005.09.003>
- Burke, R. J., Astakhova, M. N., & Hang, H. (2015). Work Passion Through the Lens of Culture: Harmonious Work Passion, Obsessive Work Passion, and Work Outcomes in Russia and China. *Journal of Business and Psychology*, 30(3), 457–471.  
<https://doi.org/10.1007/s10869-014-9375-4>
- Cannon, S., & Shay, C. (2018). The Influence of Protean Career Mindset on Employee Turnover Intention. *SSRN Electronic Journal*.  
<https://doi.org/10.2139/ssrn.3240883>
- Chan Yin-Fah, B., Foon, Y. S., Chee-Leong, L., & Osman, S. (2010). An Exploratory Study on Turnover Intention among Private Sector



- Employees. *International Journal of Business and Management*, 5(8), 57–64.  
<https://doi.org/10.5539/ijbm.v5n8p57>
- Cordeiro, H. T. D., & de Albuquerque, L. G. (2017). Career profiles of generation Y and their potential influencers. *BAR - Brazilian Administration Review*, 14(3), 1–21.  
<https://doi.org/10.1590/1807-7692bar2017170013>
- De Clercq, D., Honig, B., & Martin, B. (2013). The roles of learning orientation and passion for work in the formation of entrepreneurial intention. *International Small Business Journal*, 31(6), 652–676.  
<https://doi.org/10.1177/0266242611432360>
- Dechawatanapaisal, D. (2018). Nurses' turnover intention: The impact of leader-member exchange, organizational identification and job embeddedness. *Journal of Advanced Nursing*, 74(6), 1380–1391.  
<https://doi.org/10.1111/jan.13552>
- Direnzo, M. S., & Greenhaus, J. H. (2011). Job Search and Voluntary Turnover in a Boundaryless world: a Control Theory Perspective. *Academy of Management Review*, 36(3), 567–589.  
<https://doi.org/10.5465/amr.2009.0333>
- Gong, Z., Zhang, Y., Ma, J., Liu, Y., & Zhao, Y. (2020). Effects of work passion on turnover intention for Chinese government employees: The dualistic model of passion perspective. *Journal of Management and Organization*, 26(4), 502–518.  
<https://doi.org/10.1017/jmo.2017.71>
- Gossett, C. W., & Winter, R. (2014). *Introduction on Millennials and Public*.
- Guixia, W., & Abdullah, M. R. (2019). Relationship between Job Satisfaction and Turnover Intention among Lecturers in Private Higher Educational Institutions in Shandong Province in China. *Journal of Academic Research in Business and Social Sciences*, 9(12), 590–607.  
<https://doi.org/10.6007/IJARBS/v9-i12/6754>
- Gulyani, G., & Bhatnagar, J. (2017). Mediator analysis of passion for work in Indian millennials: Relationship between protean career attitude and proactive work behavior. *Career Development International*, 22(1), 50–69.  
<https://doi.org/10.1108/CDI-04-2016-0057>
- Hair, Jr, J. F. (2015). Essentials of Business Research Methods. In *Essentials of Business Research Methods*.  
<https://doi.org/10.4324/9781315704562>
- Hall, D. T. (1996). Protean careers of the 21st century. *Academy of Management Executive*, 10(4), 8–228

15.  
<https://doi.org/10.5465/ame.1996.3145315>
- Hall, D. T., Yip, J., & Doiron, K. (2018). Protean careers at work: Self-direction and values orientation in psychological success. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(April), 129–156. <https://doi.org/10.1146/annurev-orgpsych-032117-104631>
- Jackson, D., & Wilton, N. (2016). Career management attitudes among business undergraduates. *Australian Journal of Career Development*, 25(1), 7–22. <https://doi.org/10.1177/1038416215604002>
- Jalali, Z., & Heidari, A. (2016). The Relationship between Happiness, Subjective Well-Being, Creativity and Job Performance of Primary School Teachers in Ramhormoz City. *International Education Studies*, 9(6), 45. <https://doi.org/10.5539/ies.v9n6p45>
- Jehanzeb, K., Abdul Hamid, A. B., & Rasheed, A. (2015). What Is the Role of Training and Job Satisfaction on Turnover Intentions? *International Business Research*, 8(3). <https://doi.org/10.5539/ibr.v8n3p208>
- Jehanzeb, K., Rasheed, A., & Rasheed, M. F. (2013). Organizational Commitment and Turnover Intentions: Impact of Employee's Training in Private Sector of Saudi Arabia. *International Journal of Business and Management*, 8(8), 79–90. <https://doi.org/10.5539/ijbm.v8n8p79>
- Jerome, A., Scales, M., Whithem, C., & Stockton, R. (2014). Millennials in the Workforce: Gen Y Workplace Strategies for the Next Century. *Journal of Social & Behavioural Research in Business*, 55(1), 1–12. [http://www.ejsbrb.org/upload/e-JSBRB\\_Jerome,\\_Scales,\\_Whithem\\_Quain\\_5\(1\)\\_2014.pdf](http://www.ejsbrb.org/upload/e-JSBRB_Jerome,_Scales,_Whithem_Quain_5(1)_2014.pdf)
- Kale, E., & Özer, S. (2020). The relationship among protean career, boundaryless career, career satisfaction, perceived employability and turnover intention. *International Journal of Eurasia Social Sciences*, 11(41), 956–1003. <https://search-ebscohost-com.elib.tcd.ie/login.aspx?direct=true&db=a9h&AN=147836597&site=ehost-live>
- Kim, S. S., Im, J., & Hwang, J. (2015). The effects of mentoring on role stress, job attitude, and turnover intention in the hotel industry. *International Journal of Hospitality Management*, 48, 68–82. <https://doi.org/10.1016/j.ijhm.2015.04.006>
- Kothapalli, S., & Swetha, T. (2017). Capturing the Nature of Generations at Workplace. *International Journal of Advance Research and Development*, 2(11), 95–106. [www.ijarnd.com](http://www.ijarnd.com)

- Lajom, J. A. L., Amarnani, R. K., Restubog, S. L. D., Bordia, P., & Tang, R. L. (2018). Dualistic Passion for Work and Its Impact on Career Outcomes: Scale Validation and Nomological Network. *Journal of Career Assessment*, 26(4), 631–648.  
<https://doi.org/10.1177/1069072717723096>
- Leung, L. (2013). Generational differences in content generation in social media: The roles of the gratifications sought and of narcissism. *Computers in Human Behavior*, 29(3), 997–1006.  
<https://doi.org/10.1016/j.chb.2012.12.028>
- Lyons, S. T., Ng, E. S., & Schweitzer, L. (2014). Changing Demographics and the Shifting Nature of Careers: Implications for Research and Human Resource Development. *Human Resource Development Review*, 13(2), 181–206.  
<https://doi.org/10.1177/1534484314524201>
- McGinley, S., Line, N. D., Wei, W., & Peyton, T. (2020). Studying the effects of future-oriented factors and turnover when threatened. *International Journal of Contemporary Hospitality Management*, 32(8), 2737–2755.  
<https://doi.org/10.1108/IJCHM-12-2019-1002>
- Ng, E. S., Lyons, S. T., & Schweitzer, L. (2012). Managing the New Workforce: International Perspectives on the Millennial Generation. *Managing the New Workforce: International Perspectives on the Millennial Generation*, February 2015, 1–311.  
<https://doi.org/10.4337/9780857933010>
- Pollack, J. M., Ho, V. T., O’Boyle, E. H., & Kirkman, B. L. (2020). Passion at work: A meta-analysis of individual work outcomes. *Journal of Organizational Behavior*, 41(4), 311–331.  
<https://doi.org/10.1002/job.2434>
- Rahim, N. B. (2020). The interaction between protean career orientation, career goal development and well-being outcomes: Evidence from professional engineers. *Gadjah Mada International Journal of Business*, 22(1), 24–48.  
<https://doi.org/10.22146/gamaijb.44343>
- Rahim, N. B., & Siti-Rohaida, M. Z. (2015). Protean Career Orientation and Career Goal Development: Do they Predict Engineer’s Psychological Well-being? *Procedia - Social and Behavioral Sciences*, 172(2000), 270–277.  
<https://doi.org/10.1016/j.sbspro.2015.01.364>
- Redondo, R., Sparrow, P., & ... (2019). ... of Protean Careers on Talent Retention: Examining the Relationship Between Protean Career Orientation, Organizational Commitment, Job Satisfaction and Intention To Quit *International Journal of ...*, 1–37.  
<https://www.tandfonline.com/doi/ab>

- s/10.1080/09585192.2019.1579247
- Rodrigues, R., Butler, C. L., & Guest, D. (2019). Antecedents of protean and boundaryless career orientations: The role of core self-evaluations, perceived employability and social capital. *Journal of Vocational Behavior, 110*, 1–11.  
<https://doi.org/10.1016/j.jvb.2018.11.003>
- Rodrigues, R., Guest, D., Oliveira, T., & Alfes, K. (2015). Who benefits from independent careers? Employees, organizations, or both? *Journal of Vocational Behavior, 91*(January 2021), 23–34.  
<https://doi.org/10.1016/j.jvb.2015.09.005>
- Saraswati, A. M., Purwana, D., & Eryanto, H. (2020). The Influence Of Protean Career Attitude On Proactive Work Behavior With Passion For Work And Career Self Management As Mediator Milennial Employees Dki Jakarta Provincial Government. *IJHCM (International Journal of Human Capital Management), 4*(1), 74–81.  
<https://doi.org/10.21009/ijhcm.04.01.06>
- Su, X. (2021). Validation of the Chinese Version of the Turnover Intention Scale in Social Workers. *Journal of Social Service Research, 47*(2), 207–218.  
<https://doi.org/10.1080/01488376.2020.1738312>
- Sun, K. S. (2011). The turnover intentions for construction engineers. *Journal of Marine Science and Technology, 19*(5), 550–556.  
<https://doi.org/10.51400/2709-6998.2169>
- Vallerand, R. J. (2012). From motivation to passion: In search of the motivational processes involved in a meaningful life. *Canadian Psychology, 53*(1), 42–52.  
<https://doi.org/10.1037/a0026377>
- Vallerand, R. J., Mageau, G. A., Ratelle, C., Léonard, M., Blanchard, C., Koestner, R., Gagné, M., & Marsolais, J. (2003). Les Passions de l'Âme: On Obsessive and Harmonious Passion. *Journal of Personality and Social Psychology, 85*(4), 756–767.  
<https://doi.org/10.1037/0022-3514.85.4.756>
- Volmer, J., & Spurk, D. (2011). Protean and boundaryless career attitudes: relationships with subjective and objective career success. *Zeitschrift Fur Arbeitsmarktforschung, 43*(3), 207–218.  
<https://doi.org/10.1007/s12651-010-0037-3>
- Zito, M., & Colombo, L. (2017). The Italian Version of The Passion for Work Scale: First Psychometric Evaluations. *Journal of Work and Organizational Psychology, 33*(1), 47–53.  
<https://doi.org/10.1016/j.rpto.2017.01.003>

# DIFFERENCES IN MILLENNIAL EMPLOYEES' PROTEAN CAREER ATTITUDE, PASSION FOR WORK AND TURNOVER INTENTION IN INDONESIA AND MALAYSIA

*by* Netania Emilisa, Egabetha Amirah Yudhaputri, Ghea Indiani  
Thermalista

---

**Submission date:** 06-May-2025 02:35PM (UTC+0700)

**Submission ID:** 2667947479

**File name:** 2022-Oktober-\_IJOI\_1265\_Final.pdf (524.83K)

**Word count:** 7336

**Character count:** 39435



## 2 DIFFERENCES IN MILLENNIAL EMPLOYEES' PROTEAN CAREER ATTITUDE, PASSION FOR WORK AND TURNOVER INTENTION IN INDONESIA AND MALAYSIA

Netania Emilisa  
Universitas Trisakti, Indonesia  
[netania@trisakti.ac.id](mailto:netania@trisakti.ac.id)

Egabetha Amirah Yudhaputri  
Universitas Trisakti, Indonesia

Ghea Indiani Thermalista  
Monash University, Malaysia

### 2 Abstract

This study aimed to examine the differences in protean career attitude, passion for work, and turnover intention among millennial employees in Indonesia and Malaysia. This research was conducted with a quantitative approach using an online questionnaire to get primary data with as many as 210 respondents from Indonesia, and those from Malaysia, with only as many as 54 respondents. This study used non-probability sampling using the purposive sampling method. Hypothesis testing techniques use Structural Equation Modelling with Partial Least Square (SEM-PLS) and previously performed instrument tests using validity and reliability tests. From the results of hypothesis testing for millennial employees from Indonesia, all hypotheses are supported that there is an influence direct and indirect between protean career attitude, passion for work, and turnover intention. At the same time, there is one hypothesis for millennial employees in Malaysia whose results are different, namely that there is no influence between protean career attitude and turnover intention.

Key words: 2 protean career attitude, passion for work, turnover intention, millennial employees

### Introduction

The biggest problem in employment in Indonesia and Malaysia is em-



ployee productivity. Several factors can affect the productivity and performance of employees, including career, namely how a person climbs up the ranks of positions in the organization. Gulyani & Bhatnagar (2017) explained that in this era, the demographics of the workforce began to enter from the generation born from 1980-2000. Changes in the workforce with the entry of the millennial generation change attitudes and paradigms toward the workplace of employees, causing many employees to explore their career growth (Direnzo & Greenhaus, 2011); (McGinley et al., 2020).

Millennials have different personalities, values, and work expectations than previous generations (Leung, 2013). The millennial generation is rapidly absorbing new knowledge and has high creativity, motivation, and ambition becomes a positive point for the company. On the other hand, this millennial generation gives up quickly, gets bored easily, leaves their job if they feel there is a perceived discrepancy, demands flexibility in the workplace, and loses some formalities in work, such as clothing. Therefore, organizations must be able to build an up-to-date strategy to be able to attract, involve, and retain a millennial workforce that can create a sustainable competitive advantage because, of course, there are some shifts like work in a company such as a career planning which was initially a traditional protean career (Gossett & Winter, 2014), (Ng et al., 2012) (Lyons et al., 2014) (Jerome et al., 2014). Given this phenomenon, the role of organizations in career planning must be able to attract applicants and be able to internally prepare employees who have good performance to be placed

in key positions in the future (Jackson & Wilton, 2016). Kothapalli & Swetha (2017) in their research reveal that traditional careers in most companies, both conventional and modern, are shaped like climbing stairs vertically, linear in nature so that the abilities and expertise of an employee to occupy the position level above are fully regulated by decision makers or the company (Hall, 1996) initiated an idea of change in employee career management, where careers should focus on employee abilities, not a process of climbing a hierarchy in an organization, an employee's career is managed, regulated and dependent on themselves. The organization only becomes a facilitator for improving the skills and knowledge of its employees.

This concept was eventually known as the protean career attitude. Implementing a protean career requires a high level of self-awareness and responsibility. Many people are happy with the freedom this protean career offers, but many are afraid of this freedom because they feel it will reduce outside support. In this concept, employees are in full control of their careers and career paths in the future. In addition, it is also necessary to change the attitudes, behavior, and responsibilities of employees towards their work. Protean career is used to describe careers that are driven by individuals not organizations, based on individual goals, spanning the entire life space, and driven by success objectives such as salary, rank, or power (Volmer & Spurk, 2011). A protean career allows a person to adapt quickly, beyond his needs or desires. Individuals control their careers with little help from the organization (Redondo et al., 2019). Em-

employees with a protean career attitude will help them find future career plans so that if they also have a passion for work, they will try their best to achieve their intended career in the future as planned (Gulyani & Bhatnagar, 2017). Millennial generation employees tend to often move from one job to another. Therefore, companies must try to prevent this condition by providing opportunities for millennial generation employees to improve their ability to produce better productivity and commitment to company goals, as well as provide a supportive environment if employees are in the company. Employees remain responsible for their careers, and the company's responsibility is to provide an environment and opportunity for employee development to prevent high turnover among millennial employees.

A lack of job satisfaction can cause high turnover intention in the millennial generation, not feeling like they have work engagement and shared passion. Passion for work in millennial employees can produce positive outcomes and support the careers of employees where they can do work more effectively and efficiently, have a low turnover intention, and increase creativity from their employees (Gong et al., 2020). The results of literature studies from various previous studies show that there is a significant influence between protean career attitude and several variables such as a passion for work, pro-active work behavior, organizational commitment, career goals, and turnover intention (Gulyani & Bhatnagar, 2017); (Hall et al., 2018); (Redondo et al., 2019); (Rahim, 2020); (Saraswati et al., 2020) and (Kale & Zer, 2020). In these studies, almost all

the hypotheses tested are the direct effects of two related variables. Only a tiny part of these studies examines the role of intervening variables. No research has been found that examines passion for work as an intervening variable between protean career attitude and turnover intention.

## Literature Review

### *Passion Career Attitude*

Career orientation's core value is to explain career decisions with subjective success criteria such as psychological success, not objective ones such as salary or position. Therefore, individuals are more responsible than organizations for transforming their career paths (Hall, 1996). In another opinion, protean career attitude is the behavior of people with the skills and abilities according to their work environment. Besides that, they have flexibility, are free of values, believe in continuous learning, and seek intrinsic satisfaction from work (Cordeiro & de Albuquerque, 2017). Briscoe et al. (2006) explain that a protean career attitude is an individual who can better manage all changes that occur in work. Rahim (2020) argues that one gets the opportunity to work for different companies, which can involve different roles and work experiences. It is also common to be employed in various fields and industries. For this reason, individuals can invest in professional career development and learn from the experience gained at the beginning of their careers. The more practical a person's work with his personality, the more efficient and motivated he will be.

Another opinion (Rahim & Siti-Rohaida, 2015) explains protean career attitude as a process in which a person and not a company regulates where the individual has his own career choice and seeks to fulfill himself, which is an integrated part of his life, and the success achieved. So, it can be concluded that the protean career attitude is the attitude of employees to determine their career choices and not depend on the company to achieve the success of the employee concerned. According to Briscoe et al. (2006), the dimensions of the Protean Career are.

(1). Values-Driven, namely internal principles and attitudes will motivate and guide a person in making decisions related to his career based on extrinsic factors such as salary. An employee with a values-driven attitude will rely only on his or her internal principles and values when making career choices. Everyone's personal values (internal) provide guidance and measures of success for an individual's career. A person's attitude aligns the decisions they will make for their career with their values and goals. Values-driven can also refer to an individual's high awareness of his value priorities and using this as a standard in making and assessing decisions.

(2). Self-Directed is someone who can manage himself and always directs himself continuously to learn. Individuals who show self-directedness will require more challenging tasks and are always looking for opportunities to gain self-development. Therefore, companies must implement various initiatives to facilitate their employees to conduct discussions and negotiations about career

paths that follow their values and not just provide extrinsic rewards such as salaries. Personal career management can adapt to performance and learning demands. In other words, someone plays an independent role without interference from other people or their organization in managing their behavior in their work to achieve the success they want in their career. Self-directed also refers to the degree to which a person strategically controls his or her career.

Passion for Work is defined as a strong tendency of an individual toward a job that he loves very much and the assumption that the job is a crucial part of him where an individual can invest a significant amount of time and energy he has into the work (Zito & Colombo, 2017). Passion is a burning desire, strong belief, and all aspects that make people disciplined to achieve their vision. A person's dream can come true when he has the desire and intention to make it happen (Jalali & Heidari, 2016). De Clercq et al. (2013) argue that passion for work is all forms of enthusiasm and motivation in doing work, per everyone's conditions and interests. Work passion is a combination of solid individual well-being states, positive emotions, meaning-based originating from repeated cognitive and affective assessments of work situations in organizations that result in consistent and constructive work intentions and behaviors (Burke et al., 2015). So, the passion for work is an intense desire from an employee for his work and feels that the work he does is a part that is very suitable and suitable for the employee, so he is willing to devote himself to the job. According to Vallerand (2012), there are



two dimensions of Passion for work, namely (1). Harmonious Passion occurs due to internalizing an activity or into an individual. This internalization is characterized if the individual feels that a job is essential and accepts the job without any other interest. This internalization generates the power of motivation from within oneself to engage in work voluntarily and creates a strong sense of will to do the work. Harmonious Passion is also characterized if an individual does not feel forced to do his job and the individual feels the freedom to do that work (Burke et al., 2015). Individuals with a harmonious passion have more perseverance and persistence in carrying out and carrying out their duties. The job will be part of the individual's identity because the individual feels the work is fun and satisfying (2). Obsessive Passion occurs in an individual due to the process of internalizing an activity that is controlled by oneself to become the identity of an individual. This internalization comes from the pressure that arises from oneself or from outside, either because of interests attached to the work, feelings of acceptance from the social environment if doing the work, self-esteem, or the feeling of happiness that occurs when individuals are involved in their work. So even though the individual likes his job, internal interest factors play an essential role in carrying out the work. This is also supported by Burke et al. (2015) that individuals with a strong obsessive passion will work diligently and find it difficult to get away from work. However, individuals do the work only because the work fulfills the interests that the individual needs.

Turnover Intention is an employee's desire to leave the organization (Jehanzeb et al., 2013). Arnes & Wardani (2020) define turnover intention as the level at which individuals who want to leave membership in an organization. According to Gong et al. (2020), turnover is illustrated as an illustration of the percentage of employees who leave the organization. Meanwhile, Sun (2011) explains that turnover intention is a picture of an employee's desire to leave their current job and aim to find another job. Another researcher, Guixia & Abdullah (2019), explained that turnover refers to the possibility that a person will change his job within a certain period or is defined as a deliberate and deliberate determination to leave the organization. F. C. Bothma & Roodt (2012) describe turnover intention as a conscious and intentional state to leave the organization. Therefore, it can be concluded that Turnover Intention is the desire of an employee to leave the workplace voluntarily. According to Kim et al. (2015) and Su (2021), the factors that influence turnover intention are mainly due to realistic considerations regarding salary, promotion, working time, career, shift assignments or working hours, and related to the characteristics of the individuals being accompanied, such as conditions physical condition, desire in other occupations, antagonistic relationship with current co-workers, the distance between residence and company, and combining work with study. Dechawatanaipaisa (2018) mentioned that turnover intention occurs when an employee has found another organization, so he intends to leave his current organization because of opportunities for better training and career development in other

companies, better compensation and benefits, and poor management. Employee dissatisfaction with organizational policies and employees have a low level of organizational commitment.

#### *Hypotheses Formulation*

A passion for work characterizes a protean career attitude and passion for work, always motivation, and the implementation of work-related plans to achieve a goal per individual values. Protean career attitude can help individuals realize the career they want to pursue to increase self-identification, which is marked as a source of finding work passion (De Clercq et al., 2013). Gulyani & Bhatnagar (2017) documented that a protean career attitude can help in increasing employees' passion for work. The behavior of the millennial generation in the protean career process affects their passion for their work (McGinley et al., 2020). A study conducted by Saraswati et al. (2020) conceptually explains that a protean career attitude is a basis for increasing employee passion which will produce career success. People with a high protean career attitude are expected to be aware of their future careers. They are expected to follow their inner voice while advancing their career compared to people with low on this dimension to increase their passion for work (Alok & Rajthilak R., 2021). Therefore, the hypotheses that can be proposed are:

H1: Protean Career Attitude has a positive effect on Passion for Work

An employee with a protean career attitude will consider his criteria rather

than the organization that regulates its employees so that it can increase the level of turnover intention (Redondo et al., 2019). Likewise, employees with a protean career attitude will be more proactive (Briscoe & Finkelstein, 2009) and tend to move jobs to other higher places. Employees with a protean career attitude tend to have a broader lifelong learning orientation, develop opportunities for continuous learning and exhibit more significant mobility tendencies (Bardoel, 2019). Individuals with a protean career attitude tend to leave work more efficiently (Redondo et al., 2019). Cannon & Shay (2018) also confirm that employees who have a high desire to be able to manage their careers and feel that there is a mismatch between their interests and the rules of the company, then they will decide to quit their jobs and work elsewhere according to their plans. Careers for which they are designed.

H2: Protean Career Attitude has a positive effect on Turnover Intention

Quality to survive is a positive form of turnover intention. This aspect states that someone with a high work passion is not easily discouraged in the face of difficulties in employee's work. This means there is perseverance and complete trust. Passion is a burning desire, belief, and intense drive that keeps people disciplined to achieve their vision and remain in the organization (Gong et al., 2020). McGinley et al. (2020) found that a high passion for work affects a decrease in turnover intention. The impact of work passion, work engagement, and job satisfaction can reduce employee turnover intention. Azmi et al. (2021) found that har-

monious passion for work has a negative effect on turnover intention and obsessive passion positively influences turnover intention. Rodrigues et al. (2015) and Rodrigues et al. (2019) did not find a direct relationship between protean career attitude and the desire to change jobs. However, they must go through work passion. Employees who do not have a passion for work will immediately seek new jobs.

H3: Passion for Work has a negative effect on Turnover Intention

H4: Passion for Work mediates the influence between Protean Career Behavior and Turnover Intention

#### Methodology

The variables in this study refer to previous research conducted by Saraswati et al., (2020); Cordeiro & de Albuquerque, (2017); McGinley et al., (2020) where all variables were measured using a five-point interval scale with alternative answers from strongly disagree to strongly agree. Protean Career Attitude measure with fifteen item, Passion for Work with twelve item and Turnover Intention with six items, and this research uses purposive sampling technique. The sample criteria are millennial generation employees in Indonesia and Malaysia. A total of 264 respondents were collected as a sample, from Indonesia 210 and 54 from Malaysia. SEM-PLS was used to analysis the data.

#### Validity and Reliability Test Result

The processing results from Indonesian's Millennial Employees show that

of the fifteen indicators of the Protean Career Attitude measurement that have been proven valid because they produce an outer loading value  $> 0.5$ , only six indicators are indicators PC9, PC10, PC11, PC13, PC14, and PC15. The other nine indicators are invalid because they produce an outer loading of  $< 0.5$ . The nine indicators are PC1, PC2, PC3, PC4, PC5, PC6, PC7, PC8, and PC12. The reliability test results for the six indicators of the valid protean career attitude variable resulted in a Cronbach alpha value of  $0.786 > 0.6$ , which means that the six indicators of the protean career attitude variable were consistent (reliable). The validity test with twelve indicators concluded that only five indicators were valid because they resulted in an outer loading value  $> 0.5$ . The five indicators in question are PW7, PW8, PW9, PW11, and PW12, while the other seven indicators are invalid because they produce an outer loading value  $< 0.5$ . The seven indicators referred to are PW1, PW2, PW3, PW4, PW5, PW6, and PW10. The reliability testing results for five valid indicators resulted in a Cronbach alpha value of  $0.758 > 0.6$ , which means that the five indicators of the passion for work variable proved reliable. Thus, of the twelve measurement indicators of the passion for work variable that has been proven valid and reliable, only five indicators will later be used in testing the research hypothesis. The validity test for turnover intention with six indicators resulted in the conclusion that only five indicators were valid because they produced an outer loading value  $> 0.5$ . The five indicators in question are TI1, TI2, TI4, TI5, and TI6, while one indicator, namely TI3, is invalid because it produces an outer loading value of



<0.5. Reliability testing for five valid indicators resulted in a Cronbach alpha value of 0.846 > 0.6, which means that the five indicators of the turnover intent variable were reliable. Thus, of the six measurement indicators of the turnover intention variable that have been proven valid and reliable, only five indicators will be used in testing the research hypothesis.

The Validity and Reliability Test for Millennial Employees from Malaysia show that from fifteen indicators of Protean Career Attitude measurements that were proven valid because they produced an outer loading value > 0.5, as many as eight indicators, namely indicators PC1, PC2, PC3, PC4, PC5, PC8, PC12, and PC15. The other seven indicators are invalid because they produce outer loading <0.5. The seven indicators in question are PC6, PC7, PC9, PC10, PC11, PC14, and PC15. The reliability test results for eight valid Protean Career Attitude indicators resulted in a Cronbach alpha value of 0.684 > 0.6, which means that six indicators of the protean career variable are consistent (reliable). Validity testing with twelve indicators resulted in the conclusion that only five indicators were valid because they resulted in an outer loading value > 0.5. The five indicators in question are PW2, PW3, PW4, PW5, and PW6, while the other seven indicators are invalid because they produce an outer loading value < 0.5. The seven indicators referred to are PW1, PW7, PW8, PW9, PW10, PW11, and PW12. The reliability testing results for five valid indicators

resulted in a Cronbach alpha value of 0.758 > 0.6, which means that the five indicators of passion for work proved reliable. Thus, of the twelve measurement indicators of passion for work that are proven valid and reliable, only five indicators will be used in testing research hypotheses. The tested validity turnover intention with six indicators, concluding that only five were valid because they produced an outer loading value > 0.5. The five indicators in question are TI1, TI2, TI3, TI4, and TI5, while one indicator, namely TI6, is invalid because it produces an outer loading value of <0.5. Reliability testing for five valid indicators resulted in a Cronbach alpha value of 0.846 > 0.6, which means that the five indicators of the turnover intent variable proved reliable. Thus, of the six measurement indicators of the turnover intention variable that have been proven valid and reliable, only five indicators will later be used in testing the research hypothesis.

Based on Table 1, most of the respondents were female in Indonesia and Malaysia, most of them were 20-25 years old and many of the millennial employees choose other work sectors, where many of them work in start-ups, have their own business, event organizers and supply chain companies.

#### Result and Findings

After processing the data using AMOS 25, the results of hypothesis testing can be presented as follows.

Table 1: Respondent Characteristics

222

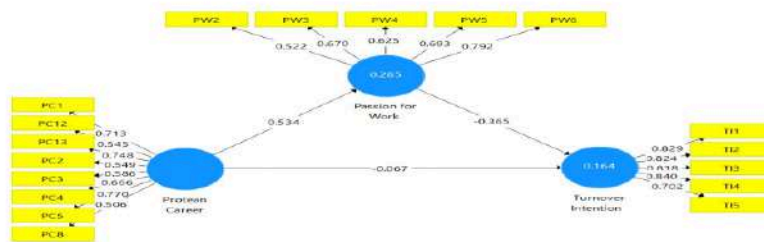
| Demographics         | Indonesia |            | Malaysia  |            |
|----------------------|-----------|------------|-----------|------------|
|                      | Frequency | Percentage | Frequency | Percentage |
| <b>Gender:</b>       |           |            |           |            |
| Men                  | 85        | 40.5%      | 21        | 38.9%      |
| Women                | 125       | 59.5%      | 33        | 61.1%      |
| <b>Age:</b>          |           |            |           |            |
| 20 – 25              | 124       | 59.0%      | 23        | 42.6%      |
| 26 – 30              | 40        | 19.0%      | 23        | 42.6%      |
| 31 – 35              | 32        | 15.2%      | 3         | 5.6%       |
| 36 – 40              | 14        | 6.7%       | 5         | 9.3%       |
| <b>Work Sectors:</b> |           |            |           |            |
| Finance              | 34        | 16.2%      | 2         | 3.7%       |
| IT                   | 21        | 10.0%      | 6         | 11.1%      |
| Retail               | 10        | 4.8%       | 3         | 5.6%       |
| Food Industry        | 19        | 9.0%       | 5         | 9.3%       |
| e-Commerce           | 13        | 6.2%       | 5         | 9.3%       |
| Healthy              | 9         | 4.3%       | 4         | 7.4%       |
| Investment           | 3         | 1.4%       | 1         | 1.9%       |
| Consultant           | 21        | 10.0%      | 4         | 7.4%       |
| Others               | 80        | 38.1%      | 24        | 44.4%      |

Source: Results of data processing

Table 2: Hypotheses Testing Results

| Hypotheses | Indonesia   |         |           | Malaysia    |         |               |
|------------|-------------|---------|-----------|-------------|---------|---------------|
|            | Coefficient | p-value | Decision  | Coefficient | p-value | Decision      |
| PCA - PFW  | 0.458       | 0.000   | Supported | 0.534       | 0.000   | Supported     |
| PCA - TI   | 0.162       | 0.012   | Supported | -0.067      | 0.382   | Not Supported |
| PFW - TI   | -0.199      | 0.013   | Supported | -0.365      | 0.003   | Supported     |
| PCA-PFW-TI | 0.091       | 0.015   | Supported | -0.195      | 0.014   | Supported     |

Source: Results of data processing



From the results of testing hypothesis 2, there are differences in results between millennial and Indonesian employees and those in Malaysia. For the results in Indonesia, protean career attitude has a positive influence on turnover intention. The results of testing this hypothesis are supported by several previous studies proposed by Briscoe & Finkelstein (2009), Cannon & Shay (2018), Redondo et al. (2019), and Bar-doel (2019). An employee with a protean career attitude will consider his career without the need for interference from the organization that regulates his employees. Therefore, the turnover intention rate will increase along with the high protean career adopted by millen-

nial generation employees. Millennial generation employees who have more flexible characteristics make turnover intention behavior higher. Millennial generation employees are more daring to express themselves if something is wrong and dare to leave their current workplace quickly and easily find a new job (Lajom et al., 2018). Millennials with a protean career attitude will tend to leave work more efficiently. If they feel there is a mismatch between the employees' interests and the company's rules, they will decide to quit their jobs and work elsewhere according to their career plans. They designed it themselves. Millennials in the workforce are often labeled as the generation of fleas, meaning

they often change jobs in a short time. However, with the duration of this job shift, millennials are a generation with much experience at a young age as a positive side. The results of testing hypothesis 2 in Malaysia found that the positive influence between protean career attitude and turnover intention was not proven. This is due to the fear of losing their jobs; in a pandemic situation like the current one looking for a new job is certainly not easy; in fact, many employees are forced to be laid off and lose their jobs. So even though millennial employees in Malaysia have a high protean career attitude, they still stay at the company.

From the third hypothesis, the results of hypothesis testing are obtained that there is a negative influence between passion for work on turnover intention, both in Indonesia and in Malaysia, under the results of previous research from Gong et al. (2020); McGinley et al., (2020) and Azmi et al., (2021) that millennial employees are an adaptive generation because they have an open mindset. Moreover, if their work is per their passion, they will not leave their job. The important thing for millennials is creativity and community. They always want to work with others to get maximum results and are happy with anyone who can do the job well. The quality of survival is a positive form. This aspect states that someone with a high work passion is not easily discouraged in the face of difficulties in his work. This means there is perseverance and complete trust. *Passion* is a burning desire, belief, and drive that keeps people disciplined to achieve their vision and stay in the organization. The two

forms of passion are generated from different internalization bases. Different bases of internalization allow for the possibility that one form of passion may lead to positive outcomes while another may not. In the work context, harmonious passion results from autonomous or voluntary internalization (Ryan & Deci, 2000) of a job, meaning that individuals freely and voluntarily view their work as necessary because of the characteristics of the work itself. Individuals with harmonious passion describe their work because they choose, not because of the pressure or results (for example, feelings of approval or social recognition) that come from work. Thus, harmonious passion causes individuals to see their work as important and significant (Vallerand et al., 2003) and reduces turnover intention (Vallerand et al., 2010).

For the last hypothesis, the fourth hypothesis also has the same testing results in both Indonesia and Malaysia, namely that protean career attitude affects turnover intention mediated by a passion for work with  $p\text{-value} < 0.05$ . This result is also the same as previous research from Rodrigues et al. (2015) and Rodrigues et al. (2019) that there was no direct relationship between protean career attitude and the desire to change jobs. However, it must go through work passion, and if employees do not have passion for work, they will immediately look for a new job. There are several similarities in the hypothesis testing carried out, which can be caused because Indonesia and Malaysia are allied countries with similar cultural characteristics, so the thoughts of the millennial generation in the two countries are also not too different. In this fourth hy-



pothesis, the role of passion for work significantly reduces turnover intention among millennials in Indonesia and Malaysia. Usually, the terms passion and work are two similar things. Work is what is done to get paid and to earn a living, while passion is something that is practiced for the pleasure or excitement that will be obtained while doing it; if the millennial generation can combine passion with work, employees will do their best in terms of performance and performance, will do the best work like never.

#### Conclusions, Implications and Suggestions

Based on the results of the evaluation and review heretofore illustrated, the results that can be taken are Protean career attitude has a positive and significant effect on passion for work both in Indonesia and Malaysia, Protean career attitude has a negative and significant effect on turnover intention for millennial generation employees in Indonesia, while for millennial generation employees in Malaysia there is no negative effect between protean career attitude and turnover intention, Passion for work has a positive and significant effect on turnover intention in both Indonesia and Malaysia and Passion for work mediates the effect of protean career attitude on turnover intention in Indonesia and Malaysia. have employees from the millennial generation can learn the characteristics of the millennials to understand the best way to manage employees from the millennial generation according to work passions filled with fresh, unique, and even anti-mainstream ideas in their career devel-

opment. For example, where the standards of young people who do not match the situation are too formal and complicated in doing their jobs, it can reduce turnover intention. This, of course, can be used for company development to win the competition from business competitors and win the business market more efficiently. Besides that, the millennial generation's networking connections are extensive because the millennial generation is the most active category of social media and internet users. So, by hiring millennial employees, the company can take advantage of this as a promotional medium for the company. Therefore, millennial generation employees can be a more effective promotional medium.

What can be input for further researchers are compare millennials in other countries that are not the same as Indonesia to get more varied results, adding proactive work behavior variable (Purba et al., 2022), career satisfaction and boundaryless career (Kale & Ozer, 2020).

#### References

- Alok, S., & Rajthilak R. (2021). Protean and Boundaryless Career Attitude as Determinants of Well-being Among Indian IT Temporary Agency Workers. *Vision: The Journal of Business Perspective*, 097226292110362. <https://doi.org/10.1177/09722629211036208>
- Arnes, M., & Wardani, L. (2020). The Effect Of Job Insecurity To Turn-over Intention Of Outsource

- Employees At PT . X. *Southeast Asia Psychology*, 10(January), 30–51.
- Azmi, M., Hanafi, A., & Adam, M. (2021). Mediating Role Of Job Satisfaction In The Effect Of Work-Life Balance And Work Passion On Turnover Intention. *Junior Scientific Researcher*, VII(1), 33–48.
- Bardoel, L. (2019). *The Relationship between Protean Career Orientation and Turnover Intention : The Mediating Role of Knowledge Hiding and the Moderating Roles of Social LMX and Economic LMX*. September 2018.
- Bilginoglu, E., & Yozgat, U. (2021). The Impact of Sparking Leadership on Creating Work Passion and Job Satisfaction in Organizations – An Empirical Study. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 21(1), 43–58.  
<https://doi.org/10.18037/ausbd.902549>
- Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, 11(1), 1–12.  
<https://doi.org/10.4102/sajhrm.v11i1.507>
- Bothma, F. C., & Roodt, G. (2012). Work-based identity and work engagement as potential antecedents of task performance and turnover intention: Unravelling a complex relationship. *SA Journal of Industrial Psychology*, 38(1), 1–17.
- Briscoe, J. P., & Finkelstein, L. M. (2009). The “new career” and organizational commitment: Do boundaryless and protean attitudes make a difference? *Career Development International*, 14(3), 242–260.  
<https://doi.org/10.1108/13620430910966424>
- Briscoe, J. P., Hall, D. T., & Frautschy DeMuth, R. L. (2006). Protean and boundaryless careers: An empirical exploration. *Journal of Vocational Behavior*, 69(1), 30–47.  
<https://doi.org/10.1016/j.jvb.2005.09.003>
- Burke, R. J., Astakhova, M. N., & Hang, H. (2015). Work Passion Through the Lens of Culture: Harmonious Work Passion, Obsessive Work Passion, and Work Outcomes in Russia and China. *Journal of Business and Psychology*, 30(3), 457–471.  
<https://doi.org/10.1007/s10869-014-9375-4>
- Cannon, S., & Shay, C. (2018). The Influence of Protean Career Mindset on Employee Turnover Intention. *SSRN Electronic Journal*.  
<https://doi.org/10.2139/ssrn.3240883>
- Chan Yin-Fah, B., Foon, Y. S., Chee-Leong, L., & Osman, S. (2010). An Exploratory Study on Turnover Intention among Private Sector



- Employees. *International Journal of Business and Management*, 5(8), 57–64.  
<https://doi.org/10.5539/ijbm.v5n8p57>
- Cordeiro, H. T. D., & de Albuquerque, L. G. (2017). Career profiles of generation Y and their potential influencers. *BAR - Brazilian Administration Review*, 14(3), 1–21.  
<https://doi.org/10.1590/1807-7692bar2017170013>
- De Clercq, D., Honig, B., & Martin, B. (2013). The roles of learning orientation and passion for work in the formation of entrepreneurial intention. *International Small Business Journal*, 31(6), 652–676.  
<https://doi.org/10.1177/0266242611432360>
- Dechawatanapaisal, D. (2018). Nurses' turnover intention: The impact of leader-member exchange, organizational identification and job embeddedness. *Journal of Advanced Nursing*, 74(6), 1380–1391.  
<https://doi.org/10.1111/jan.13552>
- Direnzo, M. S., & Greenhaus, J. H. (2011). Job Search and Voluntary Turnover in a Boundaryless world: a Control Theory Perspective. *Academy of Management Review*, 36(3), 567–589.  
<https://doi.org/10.5465/amr.2009.0333>
- Gong, Z., Zhang, Y., Ma, J., Liu, Y., & Zhao, Y. (2020). Effects of work passion on turnover intention for Chinese government employees: The dualistic model of passion perspective. *Journal of Management and Organization*, 26(4), 502–518.  
<https://doi.org/10.1017/jmo.2017.71>
- Gossett, C. W., & Winter, R. (2014). *Introduction on Millennials and Public*.
- Guixia, W., & Abdullah, M. R. (2019). Relationship between Job Satisfaction and Turnover Intention among Lecturers in Private Higher Educational Institutions in Shandong Province in China. *Journal of Academic Research in Business and Social Sciences*, 9(12), 590–607.  
<https://doi.org/10.6007/IJARBS/v9-i12/6754>
- Gulyani, G., & Bhatnagar, J. (2017). Mediator analysis of passion for work in Indian millennials: Relationship between protean career attitude and proactive work behavior. *Career Development International*, 22(1), 50–69.  
<https://doi.org/10.1108/CDI-04-2016-0057>
- Hair, Jr, J. F. (2015). Essentials of Business Research Methods. In *Essentials of Business Research Methods*.  
<https://doi.org/10.4324/9781315704562>
- Hall, D. T. (1996). Protean careers of the 21st century. *Academy of Management Executive*, 10(4), 8–228

15.  
<https://doi.org/10.5465/ame.1996.3.145315>
- Hall, D. T., Yip, J., & Doiron, K. (2018). Protean careers at work: Self-direction and values orientation in psychological success. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(April), 129–156. <https://doi.org/10.1146/annurev-orgpsych-032117-104631>
- Jackson, D., & Wilton, N. (2016). Career management attitudes among business undergraduates. *Australian Journal of Career Development*, 25(1), 7–22. <https://doi.org/10.1177/1038416215604002>
- Jalali, Z., & Heidari, A. (2016). The Relationship between Happiness, Subjective Well-Being, Creativity and Job Performance of Primary School Teachers in Ramhormoz City. *International Education Studies*, 9(6), 45. <https://doi.org/10.5539/ies.v9n6p45>
- Jehanzeb, K., Abdul Hamid, A. B., & Rasheed, A. (2015). What Is the Role of Training and Job Satisfaction on Turnover Intentions? *International Business Research*, 8(3). <https://doi.org/10.5539/ibr.v8n3p208>
- Jehanzeb, K., Rasheed, A., & Rasheed, M. F. (2013). Organizational Commitment and Turnover Intentions: Impact of Employee's Training in Private Sector of Saudi Arabia. *International Journal of Business and Management*, 8(8), 79–90. <https://doi.org/10.5539/ijbm.v8n8p79>
- Jerome, A., Scales, M., Whithem, C., & Stockton, R. (2014). Millennials in the Workforce: Gen Y Workplace Strategies for the Next Century. *Journal of Social & Behavioural Research in Business*, 55(1), 1–12. [http://www.ejsbrb.org/upload/e-JSBRB\\_Jerome\\_Scales\\_Whithem\\_Quain\\_5\(1\)\\_2014.pdf](http://www.ejsbrb.org/upload/e-JSBRB_Jerome_Scales_Whithem_Quain_5(1)_2014.pdf)
- Kale, E., & Özer, S. (2020). The relationship among protean career, boundaryless career, career satisfaction, perceived employability and turnover intention. *International Journal of Eurasia Social Sciences*, 11(41), 956–1003. <https://search-cbscohost-com.elib.tcd.ie/login.aspx?direct=true&db=a9h&AN=147836597&site=ehost-live>
- Kim, S. S., Im, J., & Hwang, J. (2015). The effects of mentoring on role stress, job attitude, and turnover intention in the hotel industry. *International Journal of Hospitality Management*, 48, 68–82. <https://doi.org/10.1016/j.ijhm.2015.04.006>
- Kothapalli, S., & Swetha, T. (2017). Capturing the Nature of Generations at Workplace. *International Journal of Advance Research and Development*, 2(11), 95–106. [www.ijarnd.com](http://www.ijarnd.com)

- Lajom, J. A. L., Amarnani, R. K., Restubog, S. L. D., Bordia, P., & Tang, R. L. (2018). Dualistic Passion for Work and Its Impact on Career Outcomes: Scale Validation and Nomological Network. *Journal of Career Assessment*, 26(4), 631–648.  
<https://doi.org/10.1177/1069072717723096>
- Leung, L. (2013). Generational differences in content generation in social media: The roles of the gratifications sought and of narcissism. *Computers in Human Behavior*, 29(3), 997–1006.  
<https://doi.org/10.1016/j.chb.2012.12.028>
- Lyons, S. T., Ng, E. S., & Schweitzer, L. (2014). Changing Demographics and the Shifting Nature of Careers: Implications for Research and Human Resource Development. *Human Resource Development Review*, 13(2), 181–206.  
<https://doi.org/10.1177/1534484314524201>
- McGinley, S., Line, N. D., Wei, W., & Peyton, T. (2020). Studying the effects of future-oriented factors and turnover when threatened. *International Journal of Contemporary Hospitality Management*, 32(8), 2737–2755.  
<https://doi.org/10.1108/IJCHM-12-2019-1002>
- Ng, E. S., Lyons, S. T., & Schweitzer, L. (2012). Managing the New Workforce: International Perspectives on the Millennial Generation. *Managing the New Workforce: International Perspectives on the Millennial Generation*, February 2015, 1–311.  
<https://doi.org/10.4337/9780857933010>
- Pollack, J. M., Ho, V. T., O'Boyle, E. H., & Kirkman, B. L. (2020). Passion at work: A meta-analysis of individual work outcomes. *Journal of Organizational Behavior*, 41(4), 311–331.  
<https://doi.org/10.1002/job.2434>
- Rahim, N. B. (2020). The interaction between protean career orientation, career goal development and well-being outcomes: Evidence from professional engineers. *Gadjah Mada International Journal of Business*, 22(1), 24–48.  
<https://doi.org/10.22146/gamaijb.44343>
- Rahim, N. B., & Siti-Rohaida, M. Z. (2015). Protean Career Orientation and Career Goal Development: Do they Predict Engineer's Psychological Well-being? *Procedia - Social and Behavioral Sciences*, 172(2000), 270–277.  
<https://doi.org/10.1016/j.sbspro.2015.01.364>
- Redondo, R., Sparrow, P., & ... (2019). ... of Protean Careers on Talent Retention: Examining the Relationship Between Protean Career Orientation, Organizational Commitment, Job Satisfaction and Intention To Quit *International Journal of ...*, 1–37.  
<https://www.tandfonline.com/doi/ab>

- s/10.1080/09585192.2019.1579247
- Rodrigues, R., Butler, C. L., & Guest, D. (2019). Antecedents of protean and boundaryless career orientations: The role of core self-evaluations, perceived employability and social capital. *Journal of Vocational Behavior, 110*, 1–11.  
<https://doi.org/10.1016/j.jvb.2018.11.003>
- Rodrigues, R., Guest, D., Oliveira, T., & Alfes, K. (2015). Who benefits from independent careers? Employees, organizations, or both? *Journal of Vocational Behavior, 91*(January 2021), 23–34.  
<https://doi.org/10.1016/j.jvb.2015.09.005>
- Saraswati, A. M., Purwana, D., & Eryanto, H. (2020). The Influence Of Protean Career Attitude On Proactive Work Behavior With Passion For Work And Career Self Management As Mediator Millennial Employees Dki Jakarta Provincial Government. *IJHCM (International Journal of Human Capital Management), 4*(1), 74–81.  
<https://doi.org/10.21009/ijhcm.04.01.06>
- Su, X. (2021). Validation of the Chinese Version of the Turnover Intention Scale in Social Workers. *Journal of Social Service Research, 47*(2), 207–218.  
<https://doi.org/10.1080/01488376.2020.1738312>
- Sun, K. S. (2011). The turnover intentions for construction engineers. *Journal of Marine Science and Technology, 19*(5), 550–556.  
<https://doi.org/10.51400/2709-6998.2169>
- Vallerand, R. J. (2012). From motivation to passion: In search of the motivational processes involved in a meaningful life. *Canadian Psychology, 53*(1), 42–52.  
<https://doi.org/10.1037/a0026377>
- Vallerand, R. J., Mageau, G. A., Ratelle, C., Léonard, M., Blanchard, C., Koestner, R., Gagné, M., & Marsolais, J. (2003). Les Passions de l'Âme: On Obsessive and Harmonious Passion. *Journal of Personality and Social Psychology, 85*(4), 756–767.  
<https://doi.org/10.1037/0022-3514.85.4.756>
- Volmer, J., & Spurk, D. (2011). Protean and boundaryless career attitudes: relationships with subjective and objective career success. *Zeitschrift Für Arbeitsmarktforschung, 43*(3), 207–218.  
<https://doi.org/10.1007/s12651-010-0037-3>
- Zito, M., & Colombo, L. (2017). The Italian Version of The Passion for Work Scale: First Psychometric Evaluations. *Journal of Work and Organizational Psychology, 33*(1), 47–53.  
<https://doi.org/10.1016/j.rpto.2017.01.003>

# DIFFERENCES IN MILLENNIAL EMPLOYEES' PROTEAN CAREER ATTITUDE, PASSION FOR WORK AND TURNOVER INTENTION IN INDONESIA AND MALAYSIA

## ORIGINALITY REPORT

15%

SIMILARITY INDEX

12%

INTERNET SOURCES

6%

PUBLICATIONS

2%

STUDENT PAPERS

## PRIMARY SOURCES

|    |  |     |
|----|--|-----|
| 1  | core-cms.prod.aop.cambridge.org                            | 1%  |
|    | Internet Source  |     |
| 2  | s1234057.stacksdiscovery.com                               | 1%  |
|    | Internet Source  |     |
| 3  | rjoas.com  | 1%  |
|    | Internet Source  |     |
| 4  | ecojoin.org  | 1%  |
|    | Internet Source  |     |
| 5  | texashistory.unt.edu                                       | 1%  |
|    | Internet Source  |     |
| 6  | dev.journal.ugm.ac.id                                      | 1%  |
|    | Internet Source  |     |
| 7  | Submitted to Pennsylvania State System of Higher Education | 1%  |
|    | Student Paper  |     |
| 8  | Submitted to Chapman University                            | 1%  |
|    | Student Paper  |     |
| 9  | Submitted to DeVry, Inc.                                   | 1%  |
|    | Student Paper  |     |
| 10 | bussecon.com   | <1% |
|    | Internet Source  |     |
| 11 | www.bircu-journal.com                                      | <1% |
|    | Internet Source  |     |



|    |   |      |
|----|---|------|
| 12 | <a href="http://www.theseus.fi">www.theseus.fi</a><br>Internet Source   | <1 % |
| 13 | Career Development International, Volume 20, Issue 7 (2015)<br>Publication  | <1 % |
| 14 | <a href="http://arno.uvt.nl">arno.uvt.nl</a><br>Internet Source   | <1 % |
| 15 | Submitted to Bridgepoint Education<br>Student Paper   | <1 % |
| 16 | Maria Candida Baumer Azevedo. "Parallel careers and their consequences for companies in Brazil", BAR - Brazilian Administration Review, 2014<br>Publication | <1 % |
| 17 | <a href="http://eprints.kingston.ac.uk">eprints.kingston.ac.uk</a><br>Internet Source   | <1 % |
| 18 | <a href="http://hdl.handle.net">hdl.handle.net</a><br>Internet Source   | <1 % |
| 19 | Renu Agarwal, Eric Patterson, Sancheeta Pugalia, Roy Green. "Innovation", Routledge, 2022<br>Publication  | <1 % |
| 20 | <a href="http://asociacionafide.com">asociacionafide.com</a><br>Internet Source   | <1 % |
| 21 | <a href="http://journal.uad.ac.id">journal.uad.ac.id</a><br>Internet Source   | <1 % |
| 22 | <a href="http://s3-eu-west-1.amazonaws.com">s3-eu-west-1.amazonaws.com</a><br>Internet Source   | <1 % |
| 23 | <a href="http://webology.org">webology.org</a><br>Internet Source   | <1 % |
| 24 | <a href="http://www.isarder.org">www.isarder.org</a><br>Internet Source   | <1 % |

<1 %

25

Farah Chalida Hanoum, Mohamad Rizan, Agung Wahyu Handaru. "The Role of Work-Life Balance, Work Stress, and Work-Family Conflict in Creating Job Satisfaction and Their Impact on Turnover Intention in Nurses at Level I Health Facilities Hospital in Karawang", Critical Care Nursing Quarterly, 2024

Publication

<1 %

26

[boristheses.unibe.ch](http://boristheses.unibe.ch)

Internet Source

<1 %

27

[campus-fryslan.studenttheses.ub.rug.nl](http://campus-fryslan.studenttheses.ub.rug.nl)

Internet Source

<1 %

28

[earsiv.anadolu.edu.tr](http://earsiv.anadolu.edu.tr)

Internet Source

<1 %

29

[ijbmer.org](http://ijbmer.org)

Internet Source

<1 %

30

[www.ajhssr.com](http://www.ajhssr.com)

Internet Source

<1 %

31

Career Development International, Volume 18, Issue 1 (2013-05-27)

Publication

<1 %

32

Judith Volmer, Daniel Spurk. "„Proteische“ und „grenzüberschreitende“ Karriere Einstellungen: Zusammenhänge mit subjektivem und objektivem Berufserfolg", Zeitschrift für ArbeitsmarktForschung, 2010

Publication

<1 %

33

[dspace.lboro.ac.uk](http://dspace.lboro.ac.uk)

Internet Source

<1 %

34

[ijicc.net](http://ijicc.net)

Internet Source

<1 %

|    |   |      |
|----|---|------|
| 35 | <a href="http://media.neliti.com">media.neliti.com</a><br>Internet Source   | <1 % |
| 36 | <a href="http://wiredspace.wits.ac.za">wiredspace.wits.ac.za</a><br>Internet Source   | <1 % |
| 37 | <a href="http://www.iiste.org">www.iiste.org</a><br>Internet Source   | <1 % |
| 38 | <a href="http://www.richtmann.org">www.richtmann.org</a><br>Internet Source   | <1 % |
| 39 | Deepti Pathak, Shalini Srivastava, Prasoon M. Tripathi, Ritika Gugnani. "An integrated model to study workplace passion and job satisfaction among hotel employees: an emerging market perspective", International Journal of Emerging Markets, 2023<br>Publication | <1 % |
| 40 | Febrisi Dwita. "EFFECT OF TOXIC LEADERSHIP AND JOB STRESS ON TURNOVER INTENTION IN LOGISTIC COURIER BEKASI CITY", Airlangga Journal of Innovation Management, 2022<br>Publication   | <1 % |
| 41 | Xuebing Su. "Validation of the Chinese Version of the Turnover Intention Scale in Social Workers", Journal of Social Service Research, 2020<br>Publication  | <1 % |
| 42 | Yongho Park, William J. Rothwell. "The effects of organizational learning climate, career-enhancing strategy, and work orientation on the protean career", Human Resource Development International, 2009<br>Publication  | <1 % |

---

|                      |     |                 |     |
|----------------------|-----|-----------------|-----|
| Exclude quotes       | Off | Exclude matches | Off |
| Exclude bibliography | On  |                 |     |

# DIFFERENCES IN MILLENNIAL EMPLOYEES' PROTEAN CAREER ATTITUDE, PASSION FOR WORK AND TURNOVER INTENTION IN INDONESIA AND MALAYSIA

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

/100

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13

PAGE 14

PAGE 15

PAGE 16

PAGE 17