The Impact of Organizational Culture on Employees' Protean and Boundaryless Career Attitudes: An Empirical Study of the Banking Sector in Turkey

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In this study, the relationship between organizational culture and protean and boundaryless career attitudes and hence the impact of organizational culture on protean and boundaryless career attitudes were examined. Results from three banks' employee data (N=1,224) indicate that the organizational culture is positively correlated with protean and boundaryless career attitudes. In addition, organizational culture affects positively employees' protean and boundaryless career attitudes. These findings suggest that the organizational culture is an important factor which determines employees' decision whether to stay and carry on their career in the same organization or leave and look for another job or organization to work for.

Introduction

Today's dynamic organization brings corporate practitioners and policy makers opportunities as well as challenges. It is crucial to understand such dynamism to pursue organizational strategic objectives. Organizational culture is one of the most important and useful tools to achieve these strategic objectives. According to Peters and Waterman (1982), the culture is the key to the success of an organization. The organizational culture directs employees about how things should be done in the organization. The main task of a leader is to create and manage the culture of the organization. Therefore, the exclusive talent of leaders is their ability to appreciate and work with organizational culture (Schein, 2004: 11). A competitive firm uses organizational culture to unify organizational capabilities into a cohesive whole (Day, 1994). The organizational culture is also important for business outcomes. It may affect them both positively and negatively. The degree of alignment between organizational culture and corporate strategy is very important for both the organization and employees. For example, if they are aligned then this condition transmits self-esteem, satisfaction, and purposefulness to employees, and subsequently creates higher awareness of corporate goals and increased productivity in the organization. On the other hand, if organizational culture and corporate strategy are not aligned then this condition can cause reduced motivation, weaken loyalty, and hence lead to a very high turnover rate. Furthermore, employees' performance is also improved by the establishment of strong organizational culture (Awadh & Saad, 2013, p.168).

Some previous studies have investigated the effect of organizational culture on various parts of an organization. In these studies, the researchers found correlations between the culture of an organization and employee performance (Awadh & Saad, 2013; Chih, Huang, & Yang, 2011; Shahzad, Iqbal, & Gulzar, 2013; Sheridan, 1992), human resource practices (Adewale & Anthonia, 2013; Dubkevics & Barbars, 2010), strategy implementation (Ahmadi, Salamzadeh, Daraei, & Akabari, 2012), and decision making (Gamble & Gibson, 1999). Since organizational culture is important for the entire organization, it may also influence employees' career attitudes, too.

Although the previous studies focused on the linkage between the culture in an organization and many different organizational and employee behaviors, only a few studies have investigated the impact of organizational culture on employees' career attitudes. As a result of the changing world and market conditions, the business environment has been facing adverse changes such as rightsizing. Companies are restructuring their organizations with fewer hierarchical positions but at the same time they would like to keep improving productivity. Therefore, organizations choose to promote their current employee(s) to new positions in the company. Since the promoted employees are familiar with the organizational culture, there is no need to retrain them. To be able to carry out such activities in the organization effectively, a detailed career planning and continuous development and preparation of employees

for filling such positions should be performed. Accordingly, the process of career development is not only important for employees but also for employers. To know the employees' career attitudes and what affects them is very important to develop and manage their careers in an organization. Moreover, organizational culture would be one of those effects on the employees' career attitudes. In one of the previous studies, Rasool, Kutabum, Aslam, Akram, and Rajput (2012) studied organizational culture's impact on employees' career salience in Pakistan. They found that the career salience was affected by bureaucratic, innovative, and supportive cultures. In addition, they also recognized that there is a direct and significant relationship between organizational culture and career salience. Although they were able to show the impact of organizational culture on career salience, employees' career attitudes and the effect of organizational culture on them were not addressed in that study. Since the culture has an effect on various parts of an organization, it would have some effect on career attitudes, too. If this effect is determined, then managers may develop employees' careers according to their career attitudes and also they may hire new individuals to the organization whose career attitudes fit with the organizational career. Moreover, severance or termination rates would be reduced.

Employees' career attitudes and expectations have significantly changed over the last few decades. Until recently, the traditional career approach based on full-time and long-term organizational employment was employed as a model system (Valcour & Ladge, 2008). Because of changing working environments and individuals' attitudes and behaviors, new ways of viewing careers have arisen. The protean career and the boundaryless career have become popular in the organizational literature over the last decade (Briscoe, Hall, & DeMuth, 2006). This study aims to determine the effect of organizational culture on these two popular employee career attitudes. Since, the traditional career attitude only allows individuals to move up in the same organization, determining employees' new career attitudes may help us to understand why individuals choose a different organization or job.

In Turkey, security threats, terrorism, unemployment, and inflation are prompting individuals to think differently and hence individuals' thinking patterns are being changed. Among them, unemployment is the most critical factor that makes individuals more serious and concerned about their careers. Organizations are trying to match their goals with the employees' goals. It is bringing a change to career development options. The banking sector is very important for all countries' economic development. Since a major part of the Turkish population is working in Government and Foreign banks and they offer many different types of career options, the banking sector was chosen as a model system in this study. Banks are also offering employees various training options both in skills and technical. The norms and values of each bank differ from those of others and this difference may have an impact on career attitudes.

The aim of this study was to investigate the effect of organizational culture on employees' career attitudes in the banking sector. Through this analysis, it will be

possible to develop an understanding about the relationship between employees' career attitudes and organizational culture that may enable one to close the gap between the organizational culture and the career literature. In addition, the study was conducted in the Turkish Banking sector, a non-Western context which can enable us to expand the understanding developed in this study to the global reach.

Organizational Culture

Culture may be defined as a mixture of values, sets, beliefs, communication, and explanation of behavior that provides guidance to people (Awadh & Saad, 2013). Organizational culture consists of beliefs, values, and norms that exist in an organization. They are expressed with symbols, ceremonies, myths, rituals, language, and stories which affect the behavior of employees (Johnson & Scholes, 1999; Schein, 1992). Organizational culture is the life experience, education, weakness, strengths, and upbringing of the employees (Rasool et al., 2012) and it influences the way employees think, feel, and behave in the workplace. It has been, and still, is the central subject of an ongoing academic debate in the field of organization and management.

Organizational culture impacts most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, how employee performance is affected, who is promoted, how people are treated, how the organization responds to its environment, and so on. Culture clearly influences employees' attitudes and behavior at work. For instance, the culture of organizations has a significant positive influence on employees' job performance (Shahzad et al., 2013). Alvesson (1990) expresses that culture can be used as a tool for achieving performance. The productivity and culture of an organization helps in improving performance (Awadh & Saad, 2013). Uddin, Luva and Hossian (2013) highlight that there is a vital relationship between culture and performance. According to Klein (1996), organizational culture is the core of an organization's activities that has a cumulative impact on its overall effectiveness and the quality of its product and services. Adewale and Anthonia (2013) express that there is also a close relationship between the recruitment process and organizational culture (belief, value, and practice). A relationship between organizational culture and the practices of performance management is attained too. Adaptability and mission have significant positive values in correlation for PMP (Performance Management Practices) (Ahmad, 2012). Karimi and Kadir (2012) observe that the rational culture and group culture have a significant effect on TQM (Total Quality Management) practices. There is also a relationship between organizational culture trait (adaptability, mission, consistency, involvement) and performance management. While all four traits have a significant and positive influence on performance management, the greatest influence is represented by consistency and mission (Ovidiu-lliuta, 2014). Organizational culture affects organizational commitment. However, the organization should create an organizational culture that ensures the development of affective commitment (Manetje

& Martins, 2009). Since culture has effects on different part of an organization, it inherently affects the organization's competitiveness. Thus Dubkevics and Barbars (2010) assert that an effective organizational culture promotes the organization's competitiveness.

As can be seen, the effect of organizational culture on different parts and actions of an organization has been studied. However, to date, no study showing the impact of culture on employees' career attitudes, has been carried out. Regarding culture and career, only one study investigated the relationship between organizational culture and employees' career salience and how organizational culture affects the employees' career salience. Over the past years, a major interest in the career literature has been to address the notion of new careers, which are characterized by increased flexibility and self-directedness on the part of individuals (Sullivan, 1999). The boundaryless career, protean career, dual ladder career path, flexible career, dual career, and formal mentoring programs are some of them. In this study, protean career and boundaryless career attitudes, which are the most popular definitions of new careers, were chosen to determine the career attitudes of employees.

Protean and Boundaryless Careers

In the past century, the focus of career development was to help individuals to be more ready to decide on a job, occupation, or vocation. This attention to career maturity or choice readiness has changed with new career attitudes. For example, the protean career directs attention on achieving personal career success through self-directed vocational behavior. However, the boundaryless career uses multi-level career analysis that employs both objective and subjective dimensions of career, including organizational position, mobility, flexibility, the work environment, and opportunity structure (Briscoe, Hall, & DeMuth, 2006). Some employees adapt these two new career attitudes easily.

Protean and boundaryless careers have received considerable attention in the literature but some further research is still required. Hall (1976) introduced the concept of a protean view of career success as opposed to the traditional view. The boundaryless career earned its reputation with the study of Arthur and Rousseau (1996). Subsequently, many studies were performed on these two new career attitudes. According to Sullivan and Arthur (2006), a person with a boundaryless mindset tends to transcend organizational boundaries, which involves going beyond a single employer and a traditional career management. Entrepreneurial attitudes to opportunities partially mediate the relation of proactive personality to boundaryless career mindset and career adaptability, but not to self-directed or protean career attitudes (Uy, Chan, Sam, Ho, & Chernyshenko, 2015). The boundaryless career has two branches: (i) boundaryless mindset and (ii) organizational mobility preference (Enache, Sallan, Simo, & Fernandez, 2011).

The protean career attitude may increase a person's chance of moving from unemployment to reemployment (Waters, Briscoe, Hall & Wang, 2014). Hall (2002) highlights that a protean career attitude reflects the extent to which an individual manages his or her career in a proactive, self-directed way driven by personal values and evaluating career success based on subjective success criteria. Some protean individuals follow their personal principles but do not have self-directed attitudes. These individuals are considered to have rigid career orientations, which mean they are not able to fully shape their own career (Lin, 2015). De Vos and Soens (2008) found that a protean career attitude is a significant antecedent of career success and this relationship is fully mediated by the development of career inside.

Through career planning, an individual continuously evaluate his or her abilities and interests, considers alternative career opportunities, and plans activities of practical development (Mondy & Noe, 2005). In this process, individuals' career planning is affected by many factors like self-assessment, personal development, career counseling, etc. Organizational culture might be one of the factors that affects individuals' career attitudes in the organization. However, the relationship between organizational culture and employees' career attitudes and the effect of organizational culture on employees' career attitudes are not known. Therefore, the aims of this study were to assess the relationship between organizational culture and employees' career attitudes and to investigate the influence of organizational culture on employees' career attitudes. The present study contributes to the literature in several respects. From a careers perspective, protean and boundaryless careers are more than an orientation toward work but rather involve an approach to managing one's overall life. Examining the relationship between organizational culture and an employee's career attitudes should help us understand whether the factors that affect these career attitudes extend to other domains in an individual's life. As discussed above, organizational culture has an influence on the general attitude of people working at the same workplace, so there must be a very strong relationship between organizational culture and employees' career attitudes too. In the literature a number of comparative studies on the culture and other links had been performed. However, a study which shows the impact of organizational culture on employees' career attitudes had been not carried out yet. In the light of the extant literature, it is hypothesized that:

> *H1: The organizational culture is positively related to employees' protean career attitudes.*
>
> *H2: The organizational culture is positively related to employees' boundaryless career attitudes.*

According to Briscoe, Hall, and DeMuth (2006), protean career attitude exhibiting individuals are intent upon using their own values instead of organizational values to guide their career ("values-driven") and hence follow an independent role in managing their vocational behavior ("self-directed"). Therefore, I expect that individuals with protean career attitudes (i.e., self-directed career management and values driven career orientation) would be affected by organizational culture (especially values of organizational culture) if their values are harmonized with organizational values. When individuals transfer from one organization to another or one job to another, they surpass physical limits. The key difference between the boundaryless career and classic career approach is career mobility between organizations (Kanten, Kanten, & Yeşiltaş, 2015). Individuals who exhibit protean career attitude exhibit much higher career mobility than individuals with boundaryless career attitudes (Kanten et al., 2015). They would be more likely to leave their jobs due to their independent natures irrespective of perceived cost associated with leaving the organization (Briscoe & Finkelstein, 2009), if they click with the organizational culture, they may stay and work in the organization.

H3: Organizational culture has an impact on employees' protean career attitudes.

H4: Organizational culture has an impact on employees' boundaryless career attitudes.

I suggest that if the organizational culture is innovative and/or supportive, employees' level of protean and boundaryless career attitudes will be affected positively.

Method

Participants and Procedure

This study was conducted in three non-governmental banks (Albaraka Türk, HSBC, and Türkiye Finans), which have several branch offices across Turkey. Among the full-time employees of these banks, who had a minimum of one year's work experience in the banking sector, 1,224 were randomly chosen as our potential participants to complete the survey. Voluntary participation and confidentiality were assured. The respondents participated in the survey via the internet. Similar sample numbers were sought from each bank (Albaraka Türk 411; HSBC 410; Türkiye Finans 403 employees). Among these participants, 76.0% were male, and 69.8% were married.

The majority of participants were aged from 26 to 35 years (63.5%), and most of the participants (96.3%) had a bachelor degree.

Measures

Protean career attitudes

Protean career attitudes were measured using the "Protean Career Attitudes Scale," that is a 14-item scale developed by Briscoe, Hall, and DeMuth (2006). The scale contained two dimensions: self-directed career management and values-driven career orientation. Eight items measured self-directed career management. A sample item is "I am in charge of my own career." According to factor analysis results, 2 items were discarded from the self-directed scale since their factor loading was smaller than 0.50. (When development opportunities have not been offered by my company I've sought them out on my own and Where my career is concerned I am very much "my own person). Cronbach's alpha was calculated after this exclusion. The Cronbach's alpha was calculated as 0.94 for this scale. The values-driven career orientation was measured by 6 items. A sample item is "I'll follow my own conscience if my company asks me to do something that goes against my values." The Cronbach's alpha for this scale in the present study was 0.95. A 5-point scale ranging from 1 (to little or no extent) to 5 (to a great extent) was used to evaluate the responses and measure the extent of agreement with each item.

Boundaryless career attitudes

Boundaryless career attitudes were measured using the "Boundaryless Career Attitudes Scale" that is a 13-item scale developed by Briscoe, Hall, and DeMuth (2006). The scale contained two dimensions: boundaryless mindset and organizational mobility preference. Eight items measured the boundaryless mindset. A sample item is "I would enjoy working on projects with people across many organizations." According to factor analysis results, 2 items were removed from the boundaryless mindset scale since their factor loading was smaller than 0.50. (I have sought opportunities in the past that allow me to work outside the organization and I am energized in new experiences and situations). Cronbach's alpha was calculated after this elimination. The Cronbach's alpha was 0.91 for this scale. The organizational mobility preference was measured by 5 items. A sample item is "I prefer to stay in a company I am familiar with rather than look for employment elsewhere." According to factor analysis results, 1 item was excluded from the mobility preference scale since its factor loading was smaller than 0.50. (In my ideal career, I would work for only one organization). The Cronbach's alpha for this scale in the present study was 0.89. The above described 5-scale system was used to evaluate the extent of agreement with each item. The original protean and boundaryless career scales were composed in English.

The measures for boundaryless and protean career attitudes scales were used successfully in the Turkish context (Çakmak-Otluoğlu, 2011, p.252). In this study, the Turkish version of these scales was used.

Organizational culture

The culture profile of the organization was determined by Wallach's (1983) organizational culture index, where organizational culture is divided into the following sub dimensions: bureaucratic, innovative, and supportive cultures. The measures for the organizational culture scale have already been used successfully in the Turkish context (Bilir, 2005, p.145). Organizational culture was measured by 24 items. A sample item is "In our corporation, everyone is treated equally." According to factor analysis results, 6 items were discarded from the organizational culture scale since their factor loading was smaller than 0.50. Cronbach's alpha was calculated after this exclusion. The Cronbach's alpha was 0.98 for this scale. The above described 5-point scale was used to evaluate responses.

Besides the scientific responses, demographic and background information about the respondents such as title, gender, age, education level, marital status, work experience, number of job switches, and reason for job switches were gathered.

Results

Validity Test of Protean and Boundaryless Career

Factor analysis was utilized to test the validity of the construct of interest. A total of 27 items (i.e., 14 and 13 items for the protean and boundaryless career attitudes scales, respectively) were analyzed by using principal axis factoring and direct oblimin rotation. In order to evaluate the factor structures for both of the career attitude scales and the selected items with high factor loadings, exploratory factor analysis was done. In the original scale, the boundaryless career scale consists of 13 items. According to the factor analysis results, three items were removed from the boundaryless scale (I have sought opportunities in the past that allow me to work outside the organization; I am energized in new experiences and situations and, in my ideal career, I would work for only one organization) since their factor loading was smaller than 0.50. In the original scale, the protean career scale consists of 14 items and also two items from this scale (When development opportunities have not been offered by my company I've sought them out on my own and Where my career is concerned I am very much "my own person") were eliminated since their factor loading was smaller than 0.50. Kaiser-Meyer-Olkin (KMO) values were calculated after these exclusions (KMO=0.92 for the

protean career attitudes scale, and KMO=0.86 for the boundaryless career attitudes scale) showing that the correlation matrices were appropriate for factor analysis.

According to the results, two factors' eigenvalues were greater than one for the boundaryless career attitudes scale. The items after the elimination clearly loaded on two separate factors (boundaryless mindset with 6 items and organizational mobility preferences with 4 items), which explained 73.14% of total variance. According to the results, two factors' eigenvalues were greater than one for the protean career attitudes scale. The items after the exclusion clearly loaded on two separate factors (values-driven orientation with 6 items and self-directed career management with 6 items), which explained 78.74% of total variance.

Validity Test of Organizational Culture

The validity of the construct of interest was tested using factor analysis. 24 items of the organizational culture scale were analyzed using principal axis factoring and direct oblimin rotation. Exploratory factor analysis was performed to examine the factor structures of the organizational culture scale and selected the items with high factor loadings. The original organizational culture scale consists of 24 items and 6 items from this scale were discarded since their factor loading was smaller than 0.50. KMO value was calculated after these exclusions (KMO=0.95). It is indicated that the correlation matrixes were suitable for factor analysis.

According to the results, three factors' eigenvalues were greater than one for the organizational culture scale. The items after election clearly loaded on three separate factors (supportive, bureaucratic, and innovative) which explained 83.37% of total variance.

Consequently, the exploratory factor analyses demonstrate that the translated scales performed as expected and yielded satisfactory results.

Tests of the Hypotheses

The hypothesized relationships were tested using correlations and multiple regression analyses. Intercorrelations of study variables are presented in Table 1.

Table 1. Intercorrelations of study variables

	Variable	M	SD	1	2	3	4	5	6	7	8	9	10
1	Boundaryless mindset	2.46	0.56	1									
2	Organizational mobility preference	3.52	0.56	0.667**	1								
3	**Boundaryless career scale**	2.99	0.23	**0.912****	**0.914****	1							
4	Self-directed career management	2.44	0.56	0.753**	0.755**	0.825**	1						
5	Values-driven career orientation	2.43	0.58	0.756**	0.785**	0.844**	0.805**	1					
6	**Protean career scale**	2.44	0.54	**0.794****	**0.811****	**0.879****	**0.948****	**0.952****	1				
7	Innovative	2.42	0.63	0.731**	0.736**	0.804**	0.803**	0.803**	0.845**	1			
8	Bureaucratic	2.47	0.61	0.731**	0.719**	0.794**	0.786**	0.790**	0.830**	0.874**	1		
9	Supportive	2.45	0.62	0.721**	0.725**	0.792**	0.778**	0.790**	0.825**	0.879**	0.828**	1	
10	**Organizational Culture Total**	2.45	0.43	**0.764****	**0.763****	**0.837****	**0.828****	**0.834****	**0.875****	**0.964****	**0.945****	**0.948****	**1**

N= 1224. ** $p<0.01$, * $p<0.05$

First, the correlations revealed that organizational culture was positively related to both components of Protean career (self-directed career management and values-driven career orientation) and Boundaryless career (boundaryless mindset and organizational mobility preference). Organizational culture demonstrated a significant relationship with boundaryless career and protean career management as expected.

To test the hypotheses, multiple regression analyses were carried out. Each dimension of organizational culture (Innovative, bureaucratic, and supportive) were taken as independent variables. Also each dimension of boundaryless career (boundaryless mindset and organizational culture mobility) and protean career (self-directed career management and values-driven career management) were taken as dependent variables. The results of multiple regression analyses are presented in Table 2.

Table 2.　Results of multiple regression analysis

	B	t	R^2
Boundaryless Mindset			0.586
Innovative	0.195	4.745	
Bureaucratic	0.299	8.281	
Supportive	0.232	6.483	
Organizational Mobility Preference			0.582
Innovative	0.247	5.929	
Bureaucratic	0.230	6.281	
Supportive	0.252	6.948	
Self-directed Career Management			0.687
Innovative	0.298	8.298	
Bureaucratic	0.275	8.729	
Supportive	0.215	6.854	
Values-driven Career Management			0.696
Innovative	0.262	7.152	
Bureaucratic	0.288	8.953	
Supportive	0.272	8.526	
Boundaryless Career Total			0.700
Innovative	0.221	6.892	
Bureaucratic	0.264	9.386	
Supportive	0.242	8.667	
Protean Career Total			0.766
Innovative	0.280	9.325	
Bureaucratic	0.281	10.681	
Supportive	0.243	9.299	

**p<0.01

In this model, the probability level is significant (p<0.01) in all independent variables. These results showed that all of the dimensions of organizational culture related positively and almost equally with both protean and boundaryless career attitudes as expected. 70% of the boundaryless career variable was explained by independent variables (R2=0.700). All independent variables have very similar B values for boundaryless career. Independent variables also explained 77% of protean career (R2=0.766). Protean career has almost equal relationship with innovative (B=0.280), bureaucratic (B=0.281) and supportive dimensions (B=0.243). The relationship between organizational culture and career attitudes is obvious.

There is a positive relationship with all organizational culture sub dimensions and both protean and boundaryless career attitudes sub dimensions. Organizational culture also has an effect on both protean and boundaryless career attitudes as assumed. However, all dimensions of organizational culture have more effect on protean career total than boundaryless career total. As seen in Table 2, the bureaucratic

dimension of organizational culture yielded slightly more effect on boundaryless career total (B=0.264) with respect to innovative (B=0.221) and supportive dimensions (B=0.242). Especially, the bureaucratic dimension has a significant impact on organizational mobility preference (B=0.299) that is a sub dimension of boundaryless career attitude. This is a surprising result because I had assumed that if the organizational culture is innovative and/or supportive, employees' level of protean and boundaryless career attitudes will be affected positively. The innovative dimension demonstrated a statistically significant impact on self-directed career (B=0.298).

Another interesting result is that, relatively, the supportive dimension (B=0.243) of organizational culture has slightly less impact on protean career total than the innovative (B=0.280) and bureaucratic dimensions (B=0.281). As a result, the bureaucratic dimension of organizational culture has more effect on protean and boundaryless career attitudes than the innovative and supportive dimensions. This result negates my assumption about the expectation of more effects of supportive and innovative dimensions on protean and boundaryless career attitudes.

Discussion

Revealing the relationship between organizational culture and employees' career attitudes and the effect of organizational culture on employees' career attitudes in the banking sector will help us to understand employees' career attitudes. All hypotheses indicating the positive relationship between organizational culture and protean career and boundaryless career attitudes were confirmed by the analyses results. According to the results of the study, organizational culture affects bank employees' protean and boundaryless career attitudes. While it has been previously argued that strong culture within the organization leads the employees' commitment towards achieving the goals of the organization (Shahzad et al., 2013), this study has shown empirically that organizational culture also has a moderating effect on employees' protean and boundaryless career attitudes.

The results highlight that all dimensions of the organizational culture exhibit more effects on protean career attitudes than boundaryless career attitudes. This higher relationship between protean career and organizational culture is interesting. Although self-direction career management involves an independent nature, it could be anticipated that individuals with a protean career attitude would be less committed to their organization. Protean career is not an agreement that is signed between an individual and organization, it is an engagement that is undertaken by the individual (Baruch, 2006). The positive relationship between protean career management and organizational culture may be due to the fact that the individual's career consists of

the accumulation of his or her education and job/organization experience. It comprises the individuals' career choices and self-fulfillment (Hall, 1996; Hall & Moss, 1998).

The results also show that the bureaucratic dimension of organizational culture affects the boundaryless mindset as a sub dimension of boundaryless career attitudes slightly more than organizational mobility preference. The boundaryless mindset expresses a consideration of limitedness in an individual's mind (Sullivan & Arthur, 2006). If the organization presents an opportunity of vertical movement as well as lateral mobility, the individual may exhibit boundaryless mindset attitudes (Clarke, 2009). However, even though an individual is physically embraced in the boundaryless mindset, he or she can continue to operate in the organization at the same time (Briscoe, Hall, & DeMuth, 2006).

This study examined the controlling effect of organizational culture on protean and boundaryless career attitudes. All hypotheses related to the controlling effect of organizational culture on these career attitudes were supported.

Conclusion and Managerial Implications

The findings revealed that organizational culture is an important factor to determine bank employees' career attitudes. Thus, a well-designed organizational culture may contribute to building the bank employees' positive feelings and diminishing negative feelings to the organization. Therefore, they may want to stay in the banks a long time and not want to find another job or leave the organization. In other words, organizational culture encourages employees to stay in the organization instead of looking for another job or organization. According to the results, all dimensions of the organizational culture exhibit more effects on protean career attitudes. Protean career attitude is a new trend among skilled employees (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002) and should be considered as an important development by HRM practitioners. Loyalty, caring, and commitment are not dismissed in a protean career attitude if organizations do not ignore them (Khan, Salleh, & Bin Hemdi, 2016). HRM experts in the organization should focus on how to enhance the loyalty of employees who have protean career attitudes.

Among all dependent variables, the self-directed career dimension of protean career attitude is more affected by the innovative dimension of organizational culture. Generally, employees are more likely to be more successful in their career when organizations provide opportunities and design relevant training and development programs for the employees. They do not prefer to be only led to salary increments and extra promotion but they do want to achieve career success (Chin & Rasdi, 2014).

Employees with protean career attitude may want to have an opportunity to accomplish something new in the organization. A significant relationship between the innovative dimension of organizational culture and self-directed career dimension of protean career may be explained by employees eager to participate in some developments in the organization. Managers should create and support an innovative work environment for the employees and also include them into these new innovative works.

The bureaucratic dimension of organizational culture affects a boundaryless mindset as a sub dimension of boundaryless career attitudes slightly more than organizational mobility preference. An individual with boundaryless mindset attitude uses commitment, autonomy, and interest as motivation sources. If managers are informed that employees have boundaryless career attitudes and they are affected most by the bureaucratic dimension of organizational culture, then they may use these sources to motivate these employees. A greater commitment need of individuals makes them much more adoptive towards their organizations and such individuals exhibit less tendency towards changing their organizations. The factor that determines the commitment is the opportunities for interaction that enhance motivation in the organization. An individual who receives those interaction opportunities attaches to the organization and keeps working in the same organization (Segers Inceoglu, Vloeberghs, Bartram, & Henderickx, 2008).

The contribution of this study is that it is the only study that has determined the relationship between organizational culture and protean and boundaryless career attitudes and also revealed the impact of the organizational culture on these career attitudes. Another contribution of this study is that protean and boundaryless career models were tested in banks located all over Turkey. A large number of study respondents from three different banks enables to gain validity and generalize-ability of the results. The results of the factor analyses of protean and boundaryless career attitudes scales show that two factors such as i) self-directed career management and values-driven career orientation for protean career, and ii) boundaryless mindset and organizational mobility preference for boundaryless career are consistent with the Western context (Briscoe, Hall, & DeMuth, 2006). This finding confirmed that the translated scales perform as expected.

The fundamental practical meaning of this study is that boundaryless career and protean career are found to be significant for all components of organizational culture. This result suggests that organizations should be aware that a strong organizational culture enables employees to accomplish their career expectations. When an employee is joining an organization, the employee's personal thinking and expectations may be different from the organizational values. A strong cultural environment lets employees be on the common path towards achieving organizational objectives, which also provide employees the opportunity to grow in the organization (Deal & Kennedy, 1982). The results clearly show that organizational culture is a very important and critical factor for employees to determine their career attitudes.

Therefore, organizations should understand that employees may have different career attitudes and orientations and, they should also gain an appreciation of these various career orientations and consider what orientations may be well-suited for the employees' future (Kuron, Schwietzer, Lyons, & Ng, 2016).

The results of this study may help managers to manage and develop employee careers. It may also help them to identify and avoid problems. Furthermore, findings may enable organizations to tailor their plans for organizational culture based on employees' career attitudes. Thereby employees may start making their career the most important object. In this way, the intention to leave a job or for companies to also discharge employees may reduce and unemployment, a major problem in Turkey as in the rest of the world, would decrease. Accordingly, a developed understanding of the relationship between organizational culture and employees' career attitudes in this study could assist organizational practitioners both in selecting the best candidates for the organization and guiding the careers of the employees who are already in the organization and have protean and boundaryless career attitudes.

Limitations and Future Research

The results of this study may have a few limitations. Firstly, the study was conducted in Turkey. Although Turkey has been negotiating with the European Union for full membership for many years, there are still close relations in political, economic, and industrial areas between Turkey and the Middle East. Therefore, the conditions in Turkey where this study was held, can still be considered as a non-Western context and hence the results of this study should be evaluated from this perspective. Secondly, employees from three banks were used for the data collection. Utilization of only one sector's employees may have limited the variations which could be observed. Future research could be performed on various organizations in different sectors. Future researchers can also explore the relationship between an employee's career attitudes and perceived supervisor and the effects of organizational culture on this relationship across multiple organizations.

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Appendix

Survey Questionnaire

1. Bank's Name:

2. Sex

   ( ) Female   ( ) Male

3. Age

   ( ) 20-25   ( ) 26-30   ( ) 31-35   ( ) 36-39   ( ) 41 and over

4. Marital Status

   ( ) Married   ( ) Single   ( ) Other

5. Highest Graduation Degree

   ( ) High School   ( ) Undergraduate   ( ) Master's Degree   ( ) Doctorate

6. Total Years in Work

   ( ) Less than one year   ( ) 1-5 years   ( ) 6-10 years   ( ) 11-15 years   ( ) Over 16 years

7. Number of Working Year(s) in This Bank

   ( ) Less than one year   ( ) 1-5 years   ( ) 6-10 years   ( ) 11-15 years   ( ) Over 16 years

8. Number of Job Changes

   ( ) Never   ( ) 1   ( ) 2   ( ) 3   ( ) 4   ( ) 5   ( ) 6 and over

9. Reason for Job Change

   ( ) Changing city   ( ) Changing sector   ( ) Changing position ( ) Changing salary ( ) Other (please explain)

10. Your Title

    ( ) Manager   ( ) Director ( ) Assistant ( ) Expert ( ) Service Personnel ( ) Other (please explain)

Table 3.   Protean and boundaryless career scale

Protean and Boundaryless Career		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I seek job assignments that allow me to learn something new.	1	2	3	4	5
2	I would enjoy working on projects with people from across many organizations.	1	2	3	4	5
3	I enjoy job assignments that require me to work outside of the organization.	1	2	3	4	5
4	I like tasks at work that require me to work beyond my own department.	1	2	3	4	5
5	I enjoy working with people outside of my organization.	1	2	3	4	5
6	I enjoy jobs that require me to interact with people in many different organizations.	1	2	3	4	5
7	I have sought opportunities in the past that allow me to work outside the organization.	1	2	3	4	5
8	I am energized in new experiences and situations.	1	2	3	4	5
9	I like the predictability that comes with working continuously for the same organization.	1	2	3	4	5
10	I would feel very lost if I couldn't work for my current organization	1	2	3	4	5
11	I prefer to stay in a company I am familiar with rather than look for employment elsewhere.	1	2	3	4	5
12	I seek job assignments that allow me to learn something new.	1	2	3	4	5
13	In my ideal career, I would work for only one organization.	1	2	3	4	5
14	When development opportunities have not been offered by my company, I've sought them out on my own.	1	2	3	4	5
15	I am responsible for my success or failure in my career.	1	2	3	4	5
16	Overall, I have a very independent, self-directed career.	1	2	3	4	5
17	Freedom to choose my own career path is one of my most important values.	1	2	3	4	5
18	I am in charge of my own career.	1	2	3	4	5
19	Ultimately, I depend upon myself to move my career forward.	1	2	3	4	5
20	Where my career is concerned, I am very much "my own person."	1	2	3	4	5

21	In the past I have relied more upon myself than others to find a new job when necessary.	1	2	3	4	5
22	I navigate my own career, based upon my personal priorities, as opposed to my employer's priorities.	1	2	3	4	5
23	It doesn't matter much to me how other people evaluate the choices I make in my career.	1	2	3	4	5
24	What's most important to me is how I feel about my career success, not how other people feel.	1	2	3	4	5
25	I'll follow my own guidance if my company asks me to do something that goes against my values.	1	2	3	4	5
26	What I think about what is right in my career is more important to me than what my company thinks.	1	2	3	4	5
27	In the past I have sided with my own values when the company has asked me to do something I don't agree with.	1	2	3	4	5
28	People have told me that I march to the beat of my own drum.					

Table 4. Organizational culture scale

Organizational Culture		Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
1	We follow our own procedures in our organization.	1	2	3	4	5
2	Our organization has a hierarchical structure.	1	2	3	4	5
3	Our institutions have policies, ways, and methods.	1	2	3	4	5
4	In our institution, the order-command chain must be treated in a proper manner.	1	2	3	4	5
5	There is a pattern in our institution.	1	2	3	4	5
6	There are strict rules to be observed in our organization.	1	2	3	4	5
7	Our organization acts cautiously in all matters.	1	2	3	4	5
8	It is important to have position and status in our organization.	1	2	3	4	5
9	Our organization supports all kinds of cooperation.	1	2	3	4	5
10	Our organization creates the necessary environment for the formation of good relations among employees.	1	2	3	4	5
11	Our organization supports and encourages our employees.	1	2	3	4	5
12	Our organization organizes activities to socialize.	1	2	3	4	5
13	Employees in our organization can act freely in all matters.	1	2	3	4	5
14	Our employees are treated equally.	1	2	3	4	5
15	We are trustworthy in every aspect of our organization.	1	2	3	4	5
16	Our organization is safe in every respect.	1	2	3	4	5
17	Our organization inspects the risks in each issue.	1	2	3	4	5
18	Our organization is focused on results.	1	2	3	4	5
19	Our organization is creative.	1	2	3	4	5
20	Our organization forces its employees to do better.	1	2	3	4	5
21	Our organization is an entrepreneur.	1	2	3	4	5
22	Our organization is encouraging us to do better in our work.	1	2	3	4	5
23	Our organization is generally stable.	1	2	3	4	5
24	Our organization encourages us to work by arousing curiosity.	1	2	3	4	5

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