



Examining Career-Orientation Determinants of Managerial Roles in Nepal

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ABSTRACT

This study examines the factors influencing career orientations among Nepalese professionals and students. The objective is to explore the correlations between proactive personality, ambition, career self-management, mentorship relationships, commitment, and career orientations. The research uses a sample of 275 participants involved in managerial roles in different corporate houses. The study adopted descriptive and causal-comparative approaches. The major findings reveal significant positive correlations between these factors and career orientations. Regression analysis underscores the substantial predictive role of ambition ($\beta = 0.302$), career self-management ($\beta = 0.302$), and commitment ($\beta = 0.370$), indicating their significant impacts on career orientations. These insights contribute to a deeper understanding of the interplay of individual attributes and external factors in shaping career trajectories. Future research could expand geographically and adopt longitudinal perspectives to enrich these findings and recommendations for enhancing career development practices.

1. INTRODUCTION

When choosing a job, it is crucial to think about fundamental values. This will enable job-seekers to make a choice that is both satisfying and makes sense. People have devised alternatives to the traditional career model, such as the protean career (Hall, 2004) and the boundaryless job (Defillippi & Arthur, 1996). Changes in the global economy and organizational systems (Dahal, 2020) have been said to lead to more career uncertainty, unstable jobs, and part-time and self-employment (Sullivan & Baruch, 2009). Gubler et al. (2013) asserted that people with a flexible career outlook think about what makes a job successful and work hard to adapt to a changing environment. To have a "boundaryless career" (Briscoe et al., 2006), job-seekers need to be able to look for opportunities and connections

across businesses. Regarding both organizational mobility desire and a boundaryless mentality, both the physical aspect, as described by Inkson (2006), and the psychological tendency to cross organizational borders, as discussed by Sullivan and Arthur (2006) and Shahi et al. (2022), are applicable.

The approach towards one's job is crucial in shaping managerial positions and facilitating career progression. Numerous theories and empirical studies have been undertaken to elucidate the determinants that lead to achieving managerial career success (Tharenou, 1997). As a prominent study area, interpersonal theories focus on many factors, such as mentors, informal social networks, homogeneity, and politics. Among them are organizational theories, which include resource reliance, career tournaments, internal labor markets, and statistical discrimination. The focus of interpersonal theories is on politics, homophiles, informal social networks, and mentorship. Various theories in the field of leadership encompass the examination of leadership attributes, human capital, managerial abilities, and the fulfillment of multiple responsibilities (Tharenou, 1997).

The main objective of this research is to analyze and comprehend the dynamics of career orientation in Nepal's management sector. This study aims to provide comprehensive insights by analyzing the significant roles of ambition, career self-management, commitment, and the impact of proactive personality and mentorship relationships. These insights will influence the development of more effective career development strategies for individuals and the implementation of talent management practices tailored to each organization. Ultimately, this study aims to improve career theory and practical applications within Nepal's management sector, fostering a greater alignment between individual career aspirations and organizational objectives in this context.

2. LITERATURE REVIEW

Some real-world evidence suggests that the needs for freedom, growth, self-determination (Hall, 2004; Segers et al., 2008), intrinsic work values (Abessolo et al., 2017), and chances to learn (Dahal, 2022) are what drive people who are both diverse and without boundaries. Mazurkiewicz's (2018) research showed that a group of students from the Podkarpackie Province are more interested in planning and pursuing a professional job than they are in the success of their efforts. Stauffer et al. (2019) found that the positive link between protean and boundaryless career direction was mediated by career adaptability. People with open and limitless minds are better able to think in new ways and use psychological and systemic resources to meet the challenges and needs of their jobs and work settings. The hypothesis below was formulated to encapsulate ambition and career-orientation:

H₁: There is a significant relationship between ambition and career orientation.

Measures of flexible career orientation have been shown to have a positive correlation with career-related constructs such as job satisfaction (De Vos & Soens, 2008; Ghimire et al., 2023; Herrmann et al., 2015) and career satisfaction (Volmer & Spurk, 2010). Some evidence suggests that having a boundaryless attitude is associated with positive career-related outcomes. These outcomes include career authenticity (Briscoe et al., 2006), career happiness (Colakoglu, 2011), career competencies of knowing-how and knowing-why, and objective career success (Dahal, 2022; Volmer & Spurk, 2010).

Sturges et al. (2002) suggested that a graduate's practice of career management activities to advance their career within the organization is predicted by a high organizational commitment. However, a graduate's behavior to advance their career outside the organization strongly correlates with low organizational commitment. Graduates who take charge of their career management also get greater support from their company. The findings indicated that proactive personality and career adaptability have a significant relationship (Ghimire et al., 2021; Wen et al., 2022; Zhao et al., 2022). In other words, individuals with higher proactive personality scores were likelier to display interest in and curiosity about their future careers

and show more confidence and a sense of control in their career orientation. Here, the hypothesis below was developed about proactiveness and career orientation:

H₂: There is a significant relationship between a proactive personality and career orientation.

Career self-management skills help people learn more about themselves and make better career choices (Jackson & Wilton, 2016). Kaur and Kaushik (2020) noted that a protean career outlook makes people feel more employable and gets them more involved in career-management efforts. Runhaar et al. (2019) found that occupational self-efficacy and learning goal direction moderated the positive relationships between organizational career management and career self-management. The hypothesis below was formulated relating to career self-management and career orientation:

H₃: There is a significant association between career self-management and career orientation.

Rekha and Ganesh's (2019) study results strongly support looking into the direct effects of learning goal orientation on mentor readiness to engage, mentoring functions given, and mentor outcomes (personal learning and self-improvement). A study by Kao et al. (2020) showed that psychosocial mentoring was linked to future work selves and that future work selves were linked to actions related to looking for a job. Future work selves were the link between psychosocial coaching and job search behavior. Here, the hypothesis below as formulated to test the effect of the mentoring relationship on career orientation:

H₄: There is a significant connection between mentoring relationships and career orientation.

Meyer and Allen (1993) investigated the three-component organizational commitment model in the occupational commitment setting. According to the findings of this study, occupational and organizational commitment have separate and independent roles in determining professional engagement and work behavior. This implies that individuals' levels of commitment to their chosen jobs and their commitment to the organizations for which they work can substantially impact their career orientations and decisions. Understanding the dynamics of these commitment variables is therefore critical in understanding the factors that determine career orientations. Employability plays a key role in obtaining professional success. Van van Heijden et al. (2022) stressed the importance of career commitment in higher education. Zhang and Wang's (2023) study of protean career orientation and its effects on proactive career behaviors throughout the school-to-work transition is relevant. In the link between professional engagement, emotional commitment, and career satisfaction, Singh (2022) emphasizes the function of knowledge sharing. Cho and Jiang (2022) focused on the subjective elements of career success by examining how work orientation might affect management perceptions and objective career results. These empirical findings enabled the study to look into a substantial association between commitment and career orientation in the managerial sector. The hypothesis below was formulated related to commitment and career orientation.

H₅: There is a significant interrelation between commitment and career orientation.

3. RESEARCH METHODS

A comparative causal research approach is used in this study to evaluate the effect of factors such as ambition, proactive personality, career self-management, mentoring, and commitment on career orientation in Nepal. This design enables the investigation of causal links between indicated factors and career preferences. Schein's (1990) career anchor framework is used in the research design to provide a structured understanding of career inclinations. The framework guides the research, categorizing individuals' career orientations into various anchors, such as technical/functional competence, general managerial competence, autonomy/independence, security/stability, entrepreneurial creativity, service/dedication to a cause, and lifestyle. This paradigm provides a thorough framework for analyzing the effects of ambition, proactive personality, professional self-management, mentoring, and commitment on

various career anchors. A structured questionnaire was constructed based on established scales and constructs. Existing scales and products were altered and changed for use in Nepal.

The study's target group was individuals in the management area, both working professionals and students. This demographic comprised individuals seeking management education and those currently employed in managerial roles across various industries within the study's geographical location. While the precise size of this population is unknown, it encompasses those currently employed in managerial roles across various industries within the study's geographical area and individuals pursuing management education. The final sample for the study included 275 individuals, including working professionals and students with varying levels of management education. This study's participants were chosen using a purposive sampling method. This method entailed purposefully selecting persons who were judged most appropriate and likely to provide important insights into the research issue. The screening process for working professionals focused on identifying persons with managerial roles in various sectors. The sampling attempted to include individuals regarded as potential managerial job candidates for undergraduates. The overall sample size of 275 was chosen to represent the mixed population fairly while allowing for meaningful analysis and statistical examination of the links between career orientations and influencing factors.

The data for this study were collected using a structured questionnaire comprising Likert scale questions. The questionnaire measured various dimensions of career orientation, proactiveness, ambition, career self-management, mentoring relationships, and commitment. The scale items for measuring career orientations were adapted and revised from the work of Bravo et al. (2015) based on Schein's (1990) framework. A total of 12 items were utilized to assess factors associated with career orientation, including creativity, security, managerial competence, lifestyle, and technical competence (Bravo et al., 2015).

The proactiveness scale consisted of 6 items, adapted from the study conducted by Seibert et al. (1999). These items evaluated participants' proactiveness about career decisions and actions (Seibert et al., 1999). A 6-item scale was used to gauge participants' levels of ambition. This scale was adapted and modified from the research by Wayne and Liden (1999), providing insights into individuals' aspirations and desires for achievement (Wayne & Liden, 1999). The career self-management scale included four questions adapted and revised from Sturges et al. (2002) work. These items assessed individuals' ability to effectively manage and direct their career development.

To explore participants' mentoring experiences, a 5-item scale was adopted and modified from the study conducted by Dreher and Ash (1990). These items were designed to capture the presence and impact of mentoring relationships on participants' career trajectories (Dreher & Ash, 1990). The commitment scale encompassed six items derived from the research of Meyer and Allen (1993). These items aimed to evaluate participants' levels of commitment to their careers and organizations (Meyer & Allen, 1993). The Likert scale was used to get answers for each item so people could say whether they agreed or disagreed with the statements on a scale already set. The answers ranged from "strongly disagree" to "strongly agree," so people could show how much they agreed with the claims. The adapted and modified scales ensured that the questionnaire was contextually relevant to the study's focus on career orientations and the influencing factors.

Regression Equation

The study investigates the links between several career orientation traits and the influencing variables: ambition, proactive personality, professional self-management, mentorship relationships, and commitment. These independent variables were expected to influence the dependent variable, career orientation.

$$\text{Career Orientation (CO)} = \beta_0 + \beta_1\text{AM} + \beta_2\text{PP} + \beta_3\text{CS} + \beta_4\text{MR} + \beta_5\text{CM} + \varepsilon$$

where AM = Ambition, PP = Proactive Personality, Cs = Career Self-Management, MR = Mentoring Relationships, CM = Commitment, and ε = Error term.

Respondents Profile

This section outlines the participants' demographics in the current study, centered on the factors influencing career inclinations in Nepal. It includes the participants' gender, age group, and academic qualifications.

Table 1

Respondent Profile

Characteristic		Frequency	Percentage
<i>Gender</i>	Male	151	54.9
	Female	124	45.1
<i>Age Group</i>	Below 25	52	18.9
	26 to 40	157	57.5
	41 to 50	48	17.5
	Above 51	17	6.2
<i>Academic Qualification</i>	Up to Intermediate	58	21.1
	Bachelors	115	41.8
	Masters and above	102	37.1
Total		275	100

Table 1 presents the distribution of participants based on gender, age groups, and academic qualifications in the context of the study on factors shaping career orientations. It highlights the proportions of different categories. Regarding gender, the study has more male respondents. The age group distribution demonstrates that participants from various age groups were involved. This inclusivity helps capture insights from younger individuals who might be at the beginning of their career journeys and older individuals who have gained significant experience. In terms of academic qualification, the table showcases the diverse educational backgrounds of the participants, spanning from intermediate levels to bachelor's and higher degrees. This diversity in educational achievements contributes to a comprehensive understanding of how career orientations are shaped across different educational contexts.

Data Reliability

The reliability assessment in this study aims to analyze the internal consistency and dependability of the measurement items within each dimension. This assessment is significant because it establishes the framework for investigating the factors that impact career inclinations.

Table 2

Reliability Statistics

S. N.	Dimensions	No. of Items	Cronbach's Alpha
1	Proactive Personality	6	0.67
2	Ambition	6	0.75
3	Career Self-Management	4	0.79
4	Mentoring Relationship	5	0.79
5	Commitment	6	0.77
6	Career Orientations	12	0.89
	Total	39	0.96

Table 2 presents the findings of the reliability evaluation performed as part of the study's instruments. This evaluation aimed to determine the internal consistency and reliability of the measurement items within each dimension. The table shows the dimensions, the number of items in each dimension, and the matching Cronbach's Alpha coefficient, which indicates the measurement's reliability. Internal consistency was beneficial in proactive personality, ambition, career self-management, mentoring relationships, commitment, and career orientations. Cronbach's Alpha coefficients range from 0.678 to 0.899 for these dimensions, showing that the items within each dimension reliably measure the constructs they intend to test. The total Cronbach's Alpha coefficient for all dimensions combined is 0.965, confirming the

study's high level of internal consistency across the numerous measurement items. The reliability scores ensure that the measuring items used to assess the dimensions are dependable and consistent, laying the groundwork for the subsequent examination of the factors influencing career orientations in the study.

4. RESULTS

This section examines the acquired data thoroughly using both descriptive and causal-comparative methodologies. The descriptive analysis focuses on key variables to uncover underlying patterns and distributions within the dataset. Correlation examines the links between variables. Regression analysis and Durbin-Watson tests extrapolate the causal effect among variables. Using these approaches provides significant insights into the elements that impact career inclinations. This thorough assessment maintains the precision and integrity of the study's conclusions, thereby boosting the credibility of the research findings.

Table 3

Descriptive Statistics

Factors	Minimum	Maximum	Mean	Std. Deviation
Proactive Personality (PS)	1.83	4.33	3.54	.60
Ambition (AM)	2.00	4.66	3.34	.67
Career Self-Management (SM)	1.50	4.50	3.34	.90
Mentorship Relationship (MR)	1.60	4.40	3.43	.76
Commitment (CM)	1.50	4.50	3.43	.75
Career Orientation (CO)	2.08	4.58	3.63	.75

Table 3 displays descriptive statistics of key characteristics connected to career orientations. This analysis entails scrutinizing key parts of the dataset to uncover significant trends and traits relevant to the study's topic. The table shows the range of values between the minimum and maximum for each factor, which displays the response variability. The mean value provides an average metric, demonstrating the center tendency of the participants' perceptions. Furthermore, the standard deviation provides information on the spread of answers around the mean.

The participants' replies are dispersed across various values for each factor. This variance implies people have different viewpoints and experiences regarding proactive personality, ambition, professional self-management, mentorship connections, commitment, and career orientations. Participants reported the highest mean value for Career Orientation among the characteristics investigated, with an average perception of 3.63. This implies that career orientation is important to the participants, revealing their thoughts on various areas of their career pathways. Proactive personality, on the other side, has the lowest mean value, with an average of 3.54. This could imply that participants perceive slightly less proactive tendencies in their professional interests. Investigating these descriptive statistics provides a deeper understanding of the participants' perceptions and trends that influence career orientations. This helps to lay the groundwork for additional analysis and interpretations of the acquired data.

Table 4

Correlation Test Results

Factors	PP	AM	CS	MR	CM
Career Orientation	.864**	.783**	.880**	.722**	.843**

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows the results of a correlation analysis on numerous parameters related to career preferences. This analysis investigated the correlations between these variables and their possible impact on participants' career orientations. Career Orientation and Career Self-Management (CS) have the highest association values ($r = 0.880$), followed by Career Orientation and Proactive Personality (PP) ($r = 0.864$). This implies that participants with higher

levels of professional self-management and a proactive disposition have a more defined and stronger career direction. Furthermore, there is a substantial positive link between Career Orientation and Ambition (AM) ($r = 0.783$), Mentorship Relationship (MR) ($r = 0.722$), and Commitment (CM) ($r = 0.843$). This means that more ambitious participants who participate in mentorship relationships and demonstrate dedication are likelier to have a strong career orientation. The strong positive connections show how these elements define people's career orientations. These findings highlight the complex interaction between personal characteristics such as proactive personality and ambition and external influences such as professional self-management, mentorship, and commitment and how these contribute to participants' overall career orientation.

Table 5*Model Summary*

R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
.954 ^a	.910	.908	.2295	2.096

Note. a. Predictors are Commitment, Mentorship Relationship, Proactive Personality, Career Self-Management, Ambition. b. Dependent Variable is Career Orientation.

Table 5 provides insights into the regression analysis conducted on career orientation characteristics. The R Square score of 0.91 implies that the predictors included in the model can explain roughly 91.0% of the variability in participants' career direction. This high score indicates that the selected variables are successful in accounting for observed differences in career orientation. The Adjusted R Square value of 0.908 accounts for the number of predictors and sample size in the R Square value. This number suggests that the selected predictors retain a high explanatory power despite varying model complexity. The standard error of the estimate of 0.22 represents the average amount by which the observed and anticipated values differ. This metric gives information about the model's prediction accuracy. The Durbin-Watson figure of 2.09 measures the presence of autocorrelation in the residuals. This statistic shows no significant autocorrelation in this study, which means that the residuals are independent and the model assumptions are met.

Table 6*Coefficients*

Variables	B	Std. Error	t	Sig.	Collinearity Statistics	
					Tolerance	VIF
(Constant)	.293	.090	3.274	.001		
Proactive Personality	.048	.049	.991	.323	.221	4.524
Ambition	.339	.055	6.205	.000	.141	7.080
Career SM	.309	.039	7.996	.000	.157	6.383
Mentorship Relationship	-.076	.046	-1.665	.097	.159	6.274
Commitment	.366	.051	7.112	.000	.129	7.761
F-Value	542.872					
P-Value	.000					

Note. The dependent variable is career orientation.

Table 6 presents collinearity statistics, offering insights into the interrelationships among predictor variables within the model. Collinearity statistics provide a means to assess multicollinearity, which refers to substantial correlations among predictor variables. The 95.0% Confidence Interval (CI) for B signifies the range within which the true population coefficient is estimated to lie. Tolerance values gauge the extent to which other predictors can predict one predictor. Higher tolerance values suggest lower collinearity. In this context, the Tolerance for Proactive Personality is 0.221, signifying a relatively low impact from other predictors and lower collinearity.

Variance Inflation Factor (VIF) values are inversely related to tolerance and reveal the degree of collinearity's impact on coefficient estimates. Higher VIF values indicate increased collinearity. For instance, a Proactive Personality has a VIF of 4.524, indicating a moderate

collinearity influence. Ambition has a VIF of 7.080, implying a moderate collinearity impact. Career Self-Management exhibits a VIF of 6.383, suggesting a similar level of collinearity. The Mentorship Relationship has a VIF of 6.274, indicating a moderate collinearity. Commitment has a VIF of 7.761, signifying a relatively moderate level of collinearity influence. The F-value for the regression analysis is 542.872, and the corresponding p-value is less than 0.001 ($p < 0.001$). This indicates that the model as a whole is statistically significant. In general, VIF values exceeding ten are often considered a threshold for concern about multicollinearity.

Table 6 displays the unstandardized and standardized coefficients, t-values, and significance levels for each predictor variable in the regression model to predict career inclinations. When all predictor variables are zero, the Constant term, represented by an unstandardized coefficient of 0.293, is the projected value of career orientations. This coefficient has statistical significance at a significance level of $p = 0.001$. Proactive personality has an unstandardized coefficient of 0.048, meaning that a unit change in this predictor corresponds to a 0.048-unit change in career inclinations. This coefficient is not statistically significant at a significance level of $p = 0.323$. Ambition has an unstandardized coefficient of 0.339, which indicates that a unit change in ambition corresponds to a significant 0.339-unit change in career inclinations. This coefficient is statistically significant at a significance level of $p = 0.001$. The unstandardized coefficient for ambition is 0.339, indicating that a unit change in ambition correlates to a substantial 0.339-unit change in career inclinations. At a significance threshold of $p = 0.001$, this coefficient is statistically significant. The Mentorship Relationship has an unstandardized coefficient of -0.076, meaning that a unit change in this predictor correlates to a reduction of 0.076 units in career orientations. However, the coefficient is not statistically significant ($p = 0.097$). Commitment has an unstandardized coefficient of 0.366, indicating that a unit change in commitment results in a significant 0.366-unit change in career inclinations. This coefficient is highly significant ($p = 0.001$). In conclusion, ambition, career self-management, and commitment are significant predictors of career orientation, whereas Proactive Personality and Mentorship Relationships have minimal or insignificant effects.

5. DISCUSSION

The current study's findings are consistent with earlier research, emphasizing the importance of individual characteristics and career-related factors in defining career orientations. According to empirical evidence, individuals driven by demands for freedom, self-determination, and growth tend to embrace protean and boundaryless career orientations (Ghimire et al., 2021; Hall, 2004; Segers et al., 2008). Likewise, intrinsic work values and learning opportunities are influential determinants (Abessolo et al., 2017). These findings are congruent with the current study's findings, emphasizing the strong relationships between proactive personality, ambition, commitment, and career orientations. This implies that personal characteristics are crucial in establishing one's approach to job advancement.

Furthermore, Mazurkiewicz (2018) discovered that while students are enthusiastic about planning their professional careers, they may lack confidence in their talents. Similarly, the current study finds that ambition considerably influences career orientations, but its impact is mitigated by other characteristics such as professional self-management and mentorship relationships. This cross-study resonance highlights the complexities of career aspirations and the multiple nature of influences on them. The current study's findings are consistent with existing literature highlighting the importance of career self-management abilities in defining career orientations. Jackson and Wilton (2016) noted that improved professional self-management abilities lead to increased self-awareness and informed career decision-making. This remark is congruent with the findings of the current study, which emphasize the link between career self-management and career orientations. The findings show that professional self-management significantly impacts participants' career aspirations, supporting that persons with strong self-management skills are better suited to connect their job pathways with their personal goals.

Furthermore, the data supports Kaur and Kaushik (2020) that changeable career orientation is associated with enhanced self-perception of employability and greater involvement in career-management initiatives. This alignment emphasizes the importance of personal characteristics such as ambition and a proactive attitude in influencing career choices. The current study's findings support that these characteristics influence people's perceptions of their employability and their proactive involvement in career management. The study by Runhaar et al. (2019) is also relevant to the current study since it suggests that occupational self-efficacy and learning goal orientation influence the linkages between organizational career management and career self-management. Similarly, the current study identifies career self-management as a predictor of career orientations, implying that persons with excellent self-management skills are likelier to have a well-defined professional direction. This consistency emphasizes the interaction of individual characteristics and external influences in creating career preferences.

Furthermore, the findings are consistent with Rekha and Ganesh's (2019) findings, which underline the role of learning goal orientation in mentor preparation and outcomes. The current study's emphasis on mentorship relationships emphasizes the importance of such interactions in affecting career preferences. Participants in mentorship relationships have higher levels of commitment and professional self-management, corroborating the premise that these external influences can shape individuals' career goals. In conclusion, the current study's findings align with the reviewed literature, reinforcing the significance of career self-management skills, protean career orientation, learning goal orientation, and mentorship connections in influencing career orientations.

6. CONCLUSION

The findings of this research provide insights into the factors influencing career direction in the management sector of Nepal. The importance of ambition, career self-management, and commitment as key determinants in shaping individuals' career goals and aspirations in this context is apparent. The results above highlight the significance of cultivating ambition, improving professional self-management abilities, and building dedication among those pursuing career advancement in Nepal's management sector. However, the study's findings also indicate that the influence of qualities related to a proactive personality and the existence of mentorship relationships on an individual's career orientation within this particular setting is minimal or lacks statistical significance. This suggests that in the management sector of Nepal, the significance of being proactive and having access to mentorship in influencing career orientation may not be as prominent as previously indicated.

The conclusions above have implications for both individuals and organizations. Individuals can utilize this knowledge to customize their career development endeavors by prioritizing ambition, employing effective career self-management strategies, and demonstrating a commitment to aligning their career goals with personal and professional aspirations. In Nepal's management sector, organizations must acknowledge the importance of ambition, career self-management, and commitment. By doing so, they can effectively shape their talent management strategies and practices, resulting in a more cohesive integration of employees' career aspirations with the organization's overall objectives.

7. FUTURE SCOPE AND LIMITATIONS

Future research endeavors may consider expanding the scope of their investigations to enhance the understanding of career orientations among professionals and students in Nepal. Conducting longitudinal research can provide insights into the evolution of job preferences over time and the complex interplay of multiple factors. Future research endeavors should consider incorporating a broader range of participants, adopting long-term methodologies, and addressing existing limitations. These efforts will enhance our comprehension of the intricate

interplay between personal traits, external influences, and career aspirations within the boundaryless career paradigm.

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