

Pengaruh orientasi karir protean dan orientasi karir boundaryless terhadap komitmen organisasi, kepuasan kerja, dan intensi untuk keluar (studi Kasus pada pegawai Milenial di PT XYZ (Persero) Distribusi Jakarta Raya) = The impact of protean career orientation and boundaryless career orientation on organizational commitment, job satisfaction, and intention to quit (Case Study in Milenial Employees at PT XYZ (Persero) Distribusi Jakarta Raya) / Sulistiana Noviani

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Abstrak

Penelitian ini bertujuan melihat gambaran orientasi karir dan hubungannya dengan komitmen organisasi, kepuasan kerja, dan intensi untuk keluar. Pendekatan yang digunakan adalah pendekatan kuantitatif *cross-sectional study* dengan structural equation modelling (SEM), melibatkan 273 pegawai generasi Milenial (Y), dibagi berdasarkan kategori jalur pengangkatan pegawai HCMS dan non HCMS.

Teknik penelitian yang digunakan adalah kuesioner dengan 5 variabel, yaitu Orientasi Karir *Protean*, Orientasi Karir *Boundaryless*, Komitmen Organisasi, Kepuasan Kerja, dan Intensi untuk Keluar. Wawancara juga dilakukan pada 2 pegawai untuk memperkuat hasil kuesioner.

Hasil penelitian menunjukkan bahwa tidak ada perbedaan Orientasi *Protean*, Orientasi Karir *Boundaryless*, Komitmen Organisasi, Kepuasan Kerja, dan Intensi untuk Keluar pada kedua kategori pegawai. Namun, variabel pengaruh berbeda antara pegawai HCMS, non-HCMS, dan total pegawai milenial tersebut. Pada pegawai HCMS, orientasi karir protean hanya mempengaruhi komitmen organisasi dan kepuasan kerja, dan orientasi boundaryless hanya mempengaruhi intensi untuk keluar, sedangkan pada pegawai non-HCMS, baik orientasi karir *protean* dan *boundaryless* sama-sama mempengaruhi komitmen organisasi dan kepuasan kerja. Berbeda dengan pegawai HCMS, pada pegawai non-HCMS intensi untuk keluar dipengaruhi oleh komitmen organisasi.

Secara total pegawai millennial, orientasi karir *protean* juga sama mempengaruhi kepuasan kerja dan komitmen organisasi, sedangkan orientasi karir *boundaryless* hanya mempengaruhi komitmen organisasi, dan komitmen organisasi menjadi pengaruh terhadap intensi untuk keluar. Untuk itu, dalam melakukan evaluasi terhadap sistem manajemen karir, PT XYZ (Persero) harus mempertimbangkan konsep *protean* dan *boundaryless* agar pegawai terutama milenial dapat berkembang secara optimal dan dapat meningkatkan *value added* untuk *sustainability* perusahaan.

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*This research was conducted to portray the relationship of protean and boundaryless career orientation and its correlation with organizational commitment, job satisfaction, and intention to quit from the job. The approach was done with quantitative approach with structural equation modelling (SEM), involved 273 millennial employees or Y generation that were divided based on the category of employment's tracks which were HCMS and non HCMS).*

The research technique used was questionnaire with 5 variables, which were protean career orientation, boundaryless career orientation, organizational commitment, job satisfaction, and intention to quit the job. Interview was also performed to two employees to confirm the questionnaire's result.

The result of this study showed that there was no difference between protean career orientation, boundaryless career orientation, organizational commitment, job satisfaction and intention to quit the job in the two categories (HCMS and non HCMS). However, influence factor was found to be different between HCMS employee, non-HCMS employee, and total millennial employees. For HCMS employees, protean career orientation only influenced organizational commitment and job satisfaction, and boundaryless career orientation only influenced intention to quit the job, meanwhile for non-HCMS employees, both protean and boundaryless career orientation influenced organizational commitment and job satisfaction. Different from HCMS employees, for non-HCMS employees, intention to quit the job was influenced by organizational commitment.

In the general aspect of total millennial employees, protean career orientation contributed influence toward job satisfaction and organizational commitment, while boundaryless career orientation only influenced organizational commitment, and organizational commitment became an influence for intention to quit the job. For that result, in order to evaluate career management system, PT XYZ (Persero) has to consider the concept of Protean and Boundaryless so that the employees especially millennial could develop optimally and increase the added value for corporate sustainability.