

BOUNDARYLESS AND PROTEAN CAREERS: A STUDY ON THE TRAJECTORIES OF BUSINESS ADMINISTRATORS

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Abstract: This qualitative and exploratory research investigated the journey of Brazilian administrators who became protagonists in their careers, relating to the concepts of Boundaryless and Protean Careers, which are gaining more space in the job market. Interviews were conducted with representatives from five continents and complemented by an analysis of online materials, including articles and podcasts. This study focused on analyzing the careers of administrators, a profession intrinsically linked to Boundaryless and Protean Careers, as it encompasses different areas of knowledge and provides professionals with versatility, preparing them to face the challenges of a flexible career. The results provided valuable insights into market changes and the career transitions of the respondents, highlighting the importance of adaptability, facing challenges, and improving interpersonal skills to achieve success in these professional trajectories. These findings contribute to a deeper understanding of the transformations in the job market and the strategies adopted by administrators around the world to adapt and succeed in a constantly changing professional environment.

Keywords: Professional Career, Adaptability, Flexibility.

1. INTRODUCTION

In today's dynamic labor market, professional careers evolve rapidly. Growing globalization, swift technological advancements, and continuous political and economic changes demand constant adaptation. Roles become obsolete, positions diminish, and new skills emerge. Organizations, striving to remain competitive, integrate themes such as efficiency, agility, innovation, and flexibility into their strategic agendas, transforming work relations and career management. Flexibility is not merely desired but essential (Davis 2010).

Traditional career paths are giving way to models shaped by individuals who manage their careers through continuous learning, both within and outside their current jobs. Andrade, Kilimnik, and Pardini (2011) emphasize that technological advancements and social transformations underscore the necessity of ongoing skills development to meet contemporary career demands.

In this context, the multidisciplinary approach of Business Administration emerges as essential, blending practical wisdom with doctoral theses (Raymundo 2006). Maximiniano (2002) highlights the need for modern managers to assume diverse roles, including facilitating organizational processes, emphasizing adaptability, and navigating challenges in the current landscape. Thus, Management encompasses a broad interdisciplinary domain that requires versatile skills and a holistic understanding of organizational and social dynamics.

Hall's (1976) research among workers of all ages reveals a trend where individuals define success on their terms. Unlike traditional careers focused primarily on hierarchical ascent and salary, contemporary career paradigms, such as the Protean Career, prioritize self-fulfillment and happiness.

The Protean Career, proposed by Hall (2002), emphasizes autonomous career management and aligning career choices with personal values. The Boundaryless Career, introduced by Arthur in 1994, represents a sequence of job opportunities that transcend the limits of a single organizational context (Arthur 2014).

Amidst these labor market transformations, especially the transition from traditional careers to Protean and Boundaryless Careers, this research seeks to explore the following question: How does the transition from a traditional career to a Boundaryless or Protean Career occur in the evolving labor market dynamics? This qualitative and exploratory study aims to analyze the career trajectories of managers who have taken active roles in managing their careers, examining the impact of emerging labor market trends on their professional journeys.

2. THE JOB MARKET, CAREERS, AND THEIR TRANSFORMATIONS THROUGHOUT HISTORY

The job market emerged during the Industrial Revolution, marking a shift in worker-organization relationships in economic and social contexts. Adam Smith first mentioned it in the late 18th century, emphasizing its role in economic behavior, where organizations and individuals aim to maximize well-being, influenced by wage dynamics.

Over time, the job market has necessitated new employment relationships, such as temporary work, consulting, legal entity contracts, entrepreneurship, and the dynamics of mergers, acquisitions, and emerging small businesses (Hall, 2002). Career management has undergone significant transformations since the late 1990s, moving from internal career progression to external talent sourcing (Mineva, Alikaeva, and Minev, 2020).

Today, Aquino et al. (2014, p. 177) note that "market fluctuations increasingly govern the world of work, demanding flexibility in hiring and firing practices across industries and service sectors." Chiavenato (2012, p. 102) further highlights that "the job market is dynamic and continually evolving," reflecting changes in social structures and production methods.

The traditional career path, valued highly by Baby Boomers and Veterans (1946-1964), emphasized stability, security, and long-term career growth (Comazzetto et al., 2016; Veloso, Dutra, Nakata, 2008). However, Generation X (1965-1980) has shifted towards informal, less hierarchical work environments that balance personal and professional life, seeking greater flexibility (Calvo-porrall, Pesqueira-sanchez, 2019; Comazzetto et al., 2016).

2.1 Career

The concept of a career has diverse meanings, making precise definition challenging. Etymologically from the Latin "carraria," meaning a rustic road for cars, it denotes progression along a trajectory (Martins, 2001). "Career" can refer to a professional's organizational position, their journey through various roles, an entrepreneur's trajectory, or a path towards personal fulfillment. Occupational mobility and job stability are intrinsic to the concept (Silva et al., 2016). Oliveira (2021) notes that "career" gained prominence in the 19th century with industrial advancements and capitalism. Baruch and Rosenstein (1992, p. 478) define it as "an employee development process involving a series of experiences and positions within one or more organizations."

The notion of a professional life trajectory, characterized by stages of progression, also emerged in the 19th century (Chanlat, 1995, p. 69). Career can be viewed through the lens of employability, defined as the capacity to adapt to market innovations. Bendassolli (2009) expands the concept to include salaried or unpaid activities, membership in a professional group or solitary pursuits, vocation or occupation, organizational position, independent work trajectory, human resource allocation, or a personal roadmap toward aspirations. This study adopts Bendassolli's (2009) framework, elucidating the transition from traditional to Boundaryless or Protean Careers, shaped by both professional and personal aspirations.

2.2 Boundaryless Careers

In 1994, Michael Arthur introduced the concept of "Boundaryless Careers" as a new paradigm for professional development. This model transcends traditional standards and encompasses diverse forms that challenge conventional definitions. Mainiero and Sullivan (2006) describe Boundaryless Careers as a compilation of work experiences that develop competencies, knowledge, and perspectives within a significant career trajectory. Practitioners of this model cultivate portable skills and knowledge that are transferable across multiple organizational contexts.

A Boundaryless Career involves a sequence of opportunities beyond a single job role, comprising two primary dimensions: a Boundaryless mindset characterized by psychological openness and the pursuit of new experiences beyond organizational boundaries, and physical

mobility, which involves crossing organizational boundaries (Briscoe, Hall, DeMuth, 2006). Arthur (2014) emphasizes that physical mobility is just one aspect of Boundaryless Careers.

Engaging in a Boundaryless Career allows individuals to operate effectively in diverse environments without being tethered to a single organization. Self-awareness and continuous learning are crucial for professional development, requiring attentiveness to opportunities and clarity regarding personal goals and aspirations (Loureiro et al., 2012, p. 137).

2.3 Protean Career

The Protean Career concept, named after the Greek sea god Proteus who could transform into various forms, was developed by Hall in 1976. This model emphasizes self-management of careers based on personal needs and the pursuit of subjective success, such as well-being and self-fulfillment, over traditional markers like position, salary, or power. Hall (2004) identifies two key dimensions of the Protean Career: a values-driven approach, where decisions and goals are guided by personal values, and a self-directed approach, where individuals independently manage their career trajectories, fostering personal growth.

In the Protean Career model, organizational stability for employees is reduced, promoting flexibility, adaptability, and periodic reinvention. Hall (2002) highlights the importance of meta-competencies like adaptability and self-awareness for continuous learning. This model contrasts with traditional careers by emphasizing instability, discontinuity, and horizontal progression. However, Briscoe and Finkelstein (2009) note that there is no definitive evidence linking Protean Career dimensions to reduced organizational commitment. Professionals in Protean Careers manage their careers based on personal interests and needs, which does not necessarily diminish their commitment to their employing organizations.

Professionals embracing the Protean Career model are characterized by a learning orientation and greater mobility (Silva et al., 2016, p. 149), demonstrating an ability to adapt to ongoing transformations in their environments.

2.4 Relationship Between Boundaryless and Protean Careers

In the contemporary professional landscape, individuals must take greater ownership of their career development, cultivating self-awareness, understanding their values, and aligning personal preferences throughout their careers. Traditional career paths are

increasingly supplanted by more appealing options such as Protean and Boundaryless Careers, which offer flexibility, personal satisfaction, and autonomous career management (Briscoe, Hall, DeMuth, 2006; Chanlat, 1995; Veloso, Dutra, Nakata, 2008).

According to Briscoe, Hall, and DeMuth (2006), while Protean and Boundaryless Careers are distinct concepts, they exhibit interrelated dynamics. Individuals can demonstrate Protean attitudes without necessarily crossing organizational boundaries, just as others may adopt a Boundaryless mindset while pursuing their career within a single organization. Therefore, these trajectories define individuals' career orientations rather than inherent personality traits or individual differences (Silva et al., 2012).

Oliveira and Gomes (2014) explored the relationships between Boundaryless and Protean Careers, revealing that Protean trajectories are associated with personal values and decisions, while Boundaryless trajectories align with a readiness for change. Career self-management and psychological mobility show positive correlations with an autonomous reflective style and negative correlations with a fractured reflective style. Private sector professionals tend to score higher in self-management, value orientation, and psychological mobility compared to those in the public sector.

Effective career self-management requires deliberate reflection and awareness of personal inclinations. Dutra (2013) emphasizes the importance of assessing risks and cultivating self-knowledge in career planning. Mismanaged careers, as highlighted by Mirvis and Hall (1994), can lead to setbacks, underscoring the significance of long-term planning to mitigate adverse outcomes.

3. METHODOLOGY

This research adopted a qualitative approach, as elucidated by Marconi and Lakatos (2010), to analyze and interpret deeper characteristics, describing human behavior comprehensively. This approach was selected due to the necessity for an in-depth analysis of the phenomena under investigation, which quantitative methods could not adequately capture.

Given the qualitative approach within this research, the study is exploratory, considering it is an eminently new topic. Additionally, it aims to create greater familiarity with the exposed subject and to notice human perception regarding factors such as changes in the job market and the transformation of each career.

Data collection was conducted through scientific articles accessed from academic databases and digital libraries. The relevant data were extracted and recorded based on the specific objectives of the study, ensuring the relevance and accuracy of the findings. Online materials such as podcasts accessed through the streaming platform Spotify were used to collect audio content, in addition to semi-structured interviews. As Gil (2008) asserts, interview is an extremely useful technique for studying human behavior and subjectivity, allowing researchers to collect data on actions, motivations, and underlying feelings, as well as to identify behavioral tendencies.

A pre-prepared script guided the interviews, which were segmented into three dimensions: (1) education and career, analyzing the career development of each interviewee within various life contexts; (2) the moment when the interviewee perceives the need to move abroad; and (3) the primary challenges of a non-traditional career, including the most significant lessons learned.

The interviews were conducted remotely in March 2024 with Brazilian administrators exemplifying characteristics of Boundaryless and Protean Careers, irrespective of age. Each interview lasted approximately 30 minutes, conducted via Microsoft Teams, recorded with the interviewees' consent, transcribed, and subsequently analyzed using content analysis.

Content analysis was performed following Bardin's (2011) methodology, encompassing pre-analysis, document organization, listening to each interview, and the extraction of pertinent content. Interviews with substantial noise or recording failures were discarded. The coding process involved transcribing each interview, identifying word repetition or terms, a technique known as word repetition strategy, where recording units were separated, analyzed, and coded. Categorization followed, treating the results through inference and interpretation, analyzing each response, coded excerpts, and relevant documents. NVivo® software was employed to check for word recurrences and to generate word clouds, thereby finalizing each analysis dimension and addressing the research question to achieve the study's objectives.

4. ANALYSIS AND RESULTS

To analyze the trajectories of individuals who became protagonists of their careers and whose lives have been transformed through Boundaryless and Protean Careers, six interviews were conducted with three women and three men, all Brazilian administrators building and

consolidating their careers across five continents. The data from the interviews are shown in Table 1.

Table 1 – Interviewee Data

Interviewee	Graduated	Gender	País
TM	Business Administration	Female	Australia - Oceania
CZ	Business Administration	Female	Portugal - Europe
MH	Business Administration	Male	Dubai - Asia
RF	Business Administration	Female	United States - North America
MC	Business Administration	Male	South Africa - Africa
SS	Business Administration	Male	Paraguay - South America

Source: Created by the author (2024)

4.1 Education and Career

The analysis of the interviews revealed that although all participants hold degrees in Business Administration, all of them has pursued a distinct career path. As highlighted by Marcelo in the analyzed podcast, "the advantage of studying Administration is that you can work in various fields, right? It is a profession that allows you to work internationally." This sentiment was echoed by one of the administrators, who emphasized the versatility of an administrative career:

"The career of an administrator is a broad career, right? Many people can follow one path or diversify into different areas because I see administration as a front, a range for you to act in your life, not just in your professional career, right?" (Interviewee RF)

Interviewees TM and CZ shared that although they graduated in Business Administration, they worked for many years in the education sector. SS, with an emphasis on systems analysis, began his career abroad in Ciudad del Este, Paraguay, worked in China and Taiwan, but continues to reside in Brazil. Administrator MC has worked in logistics since the beginning of his career, while MH interned at the Federal Revenue and Itaipu and is now an international trader. RF has worked in various sectors such as retail, management, cleaning, and currently manages her own business.

4.2 The Need to Move: The Turning Point

The second question addressed in the interviews referred to the turning point for each interviewee when they realized it was time to move abroad or work for international

companies while residing in their home country. As previously noted, Boundaryless and Protean Careers aim primarily to improve quality of life. Mattewman (2012) asserts that individuals must seek an improved quality of life through relocation and changes in lifestyle. Nevertheless, some interviewees pursued opportunities abroad not solely for career advancement but for various other reasons, as illustrated in Table 2.

Table 2 – The Need to Move Abroad

TM	“It was a family decision that also involved my professional change, right?” “Opportunities are more equal for everyone, you know? This is something I noticed much less in Brazil than here.”
CZ	“My primary goal was not essentially professional for working abroad. That's not it. It happened. [...] This happened during my master's studies. I had already been in Portugal for about 6 months, and I felt like staying, right?”
MH	“The first reason was salary, which was much better than in Brazil.” “It is a career opportunity. An example here in Dubai is that it is a place where all the companies in the world are located.” “First, it was salary; then it was career opportunity.”
RF	“There was a time when I saw myself without challenges as a professional, you know, when you feel like, wow, I've faced so much here, and it seems like something is missing.” “Since I had already gone through various areas, I thought, no, it is not here. The challenge is not here anymore. The challenge is outside, understand?”
MC	“I always thought about learning another language. I thought about doing an exchange in Australia or Canada. Then, I received the proposal, right? To come to South Africa, and they made the proposal, and I accepted immediately. I said, let's go, let's embark on this new experience, which is a good one, right? I always wanted to grow more in the company, and the opportunity they gave me was extraordinary.”
SS	“I practically started my career abroad. Where I was born, in Brasília, I had an opportunity to work in the United States in Miami.”

Source: Created by the author (2024).

Peiperl and Jonsen (2007) suggest a model for developing and managing global careers that includes the reasons why a professional seeks a career abroad: career opportunities, economic or political needs, the search for adventure, interest in knowing new cultures or religions, learning and developing new skills, improving the resume, or family reasons. Despite family issues and attempts to learn a new language, what stands out is the opportunities other countries can offer to Brazilian administrators.

When asked about career transitions, the primary characteristic of the Protean Career, according to Hall (2002), is adaptability. This trait was observed in the respondents, not only as important but essential for consolidating their careers. CZ states, "I am here, so I have to adapt, right? I easily adapt to situations. I try to respect, be calm, and open to new experiences." Similarly, RF stated: "If we are in their country, we have to adapt, we have to be open. Respect, mainly, right?" Expanding on the concept, interviewee TM remarked:

“[...] I knew I could take great advantage of it, right? [...] I went with an open mind to take full advantage, experience other organizations, types of cultures, organizational cultures, and also the country's culture, right? [...] What helped me a lot was having this open mind, this adaptability to deal with the unknown, right?”

Presbitero and Quita (2017), mention that individuals aspiring to work abroad rely on their adaptive resources, professional adaptability, and cultural intelligence to advance their careers. Consequently, adaptability emerges as fundamental to the success of careers that are dynamic and evolving. Those who adapt readily enjoy better opportunities and advantages in pursuing fulfilling professional trajectories.

The subsequent question explored experiences of working abroad. All six interviewees highlighted moments where cultural diversity was prominent. TM noted that one of the most striking aspects of institutions was the organizational environment, citing the highly organized nature of Australian culture within companies. Conversely, RF observed that Brazilians tend to be hardworking and responsible, contrasting with American workplace culture. SS commented on the bureaucratic challenges in Brazil, noting the welcoming nature of business environments in China and the United States.

When it comes to experiencing other countries, the term “culture” was frequently mentioned. CZ noted that despite the linguistic similarities between Portugal and Brazil, the cultural differences were significant. MC, residing in South Africa, described the stark contrast in culture and mentality: “It’s an absurd thing, arriving here, it’s another culture, another mentality.”

Cultural diversity is a remarkable phenomenon in human experience. Brandão (2002, p.23) observes:

“We are the only species that, equipped with the same biopsychological apparatus, instead of producing a single way of life or very similar ways of being, generate almost countless forms of being and living within numerous varieties of human cultures.”

This statement underscores the vast cultural diversity among people, highlighting how culture influences and enriches global experiences and lifestyles. MH confirms the author's observation with his experience: “Although I am of Arab culture, it is another country, not my country, right? So they are different.” MH’s account speaks about the influence of Dubai’s

culture, considering that despite having an Arab origin, the country's cultural environment is distinct from his origin. This highlights the importance of understanding and adapting to different cultures.

4.3 Major Challenges, Learnings, and Future Career Perspectives

When examining the primary challenges encountered in pursuing a Boundaryless or Protean Career, as defined by Hall (1976) to involve seeking personal fulfillment through challenges, MH identifies: "being far from friends and family." Similarly, MC mentions missing his home country: "I think the biggest challenge is being far from the country". From a different standpoint, SS emphasizes the complexities associated with international accounting, necessitating proficiency in global financial regulations when operating across multiple countries. Furthermore, both SS and TM underscore the challenges of interacting with diverse cultures and managing interpersonal relationships effectively.

Moreover, the language is seen as an obstacle for administrator TM. RF shares the same difficulty, stating: "The language, right? It's complicated because you want to speak, express yourself, and can't. You have to be aware that you will need to leave your comfort zone and learn." Trompenaars (as cited by Quezada, 2010, p.16) states that "there is a variety of communication problems between cultural boundaries due to cultural differences."

Marcelo, an administrator interviewed in the podcast, elaborates on this issue: "For integration, don't expect that just because you arrived, everyone will talk to you. I think showing an effort in investing in learning the language makes your experience much better." This underscores that demonstrating commitment to learning the local language facilitates and expedites adaptation. Effective communication, as highlighted by Marcelo and the interviewees, is crucial for successful integration.

The following question referred to the main learnings the interviewees highlight throughout their professional journeys and what they would like to share with those starting their careers. Sharing experiences, both successes and obstacles, helps new professionals better navigate the corporate environment and anticipate possible challenges. In a scenario where professional evolution and career are increasingly influenced by the rapid transformation of markets and growing global interconnection, understanding the key learnings throughout each professional's journey becomes necessary. Additionally, as

previously mentioned, Loureiro et al. (2012) point out that continuous learning is essential for professional evolution. Among the various learnings mentioned, some stand out, as shown in Table 3:

Table 3 – Key Learnings Throughout the Professional Journey

TM	“Take personal leadership, have confidence in your abilities, and take responsibility.” “Develop skills or apply talents that I didn’t have the opportunity to apply in Brazil.” “Brazilians have great flexibility, so our problem-solving ability is very good, and this was well received here in Australia.”
CZ	“It was a new learning experience on how to behave to work in Portugal.” “I always put myself in a position to always learn.” “And the terms are different, in daily life, until you learn this and avoid embarrassing situations.”
MH	“There’s the issue of language, you learn a lot, right?” “Networking is very good; you end up meeting people from all areas.” “There are many positive points, and you are always learning every day, right?”
RF	“Everything will fit into place; this flexibility I mentioned, I have to break out of the box to break this box; it’s necessary. If I hadn’t broken out of my box, I would still be in Brazil, unhappy, working, earning little.” “Today I have a lot of flexibility; I didn’t have any. Today I am the owner of my own business.”
MC	“Being a leader and an administrator is always thinking about the country and the human aspect because humans generate the company that creates value. Knowing how to deal well with humans adds value to the company.”
SS	“Learning to communicate, having good emotional intelligence, right? Learning international accounting is also very important.” “Meeting people and cultures is also a great learning experience.” “The rest is simple; buying and selling is the same worldwide, but accounting and human resources go beyond language, right? And that is very important to deal with abroad.”

Source: Created by the author (2024).

The recurrence of the term “flexibility” in the administrators’ statements highlights its importance in professionals’ trajectories, emphasizing it as a central theme in their Boundaryless and Protean experiences. Flexibility and adaptability to diverse situations are particularly emphasized as essential skills for managing international challenges.

Analyzing the administrators’ statements reveals various learnings during their professional journeys. There is a notable emphasis on personal leadership, autonomy, and responsibility. Additionally, the importance of cultural and linguistic adaptation is evident, with specific references to the challenges encountered and strategies developed to integrate effectively into foreign work environments, as previously discussed. Continuous learning, networking, valuing interpersonal relationships, and emotional intelligence are highlighted as fundamental pillars for achieving success and professional growth in various contexts.

Regarding what interviewees would like to share with those starting their careers, MC indicates the importance of focus, perseverance, and interpersonal skills. He also emphasizes that, as a good administrator, always keep goals well-defined and maintain mutual respect,

whether inside or outside their country of origin. Administrators TM and RF talk about self-knowledge, discovering their true skills and talents, and especially their differential, aiming to maximize individual potential to contribute significantly to society.

Professionals were also queried about their future perspectives. Administrator SS, despite his extensive executive experience, envisions managing his ventures, assets, and family businesses, reflecting a desire for autonomy and freedom in career and financial management while nurturing family ties and future generations. SS, at 55 years old, aligns with TM's perspective, who, approaching 50, views her future role as a career mentor:

“I am a career mentor [...] I help people re-enter the job market. I deal with people arriving in Australia trying to restart [...] How do I see myself in the future? I see myself in a situation that, even due to my age, I will turn 50 years old, so it is a phase of giving back the opportunities I had. Learnings to help people who will go through situations I have already experienced and help these people go through these challenges in the best way possible. [...] I am in a phase of sharing my experience. I see myself in the future in this condition, helping to accelerate the careers of people in transition.”

From another perspective, CZ intends to return to the academic field: “this academic experience here, forming students, citizens, the global citizen. You know, the person who will make a difference?”. RF focuses on personal development to continue in positive mindset consultancy and aims to serve a global audience through digital means.

MC and MH maintain an open mindset to opportunities that may arise throughout their professional trajectories. MH reflects: “It depends a lot on the opportunities to develop, grow, and seek. Maybe other companies [...] the idea is to stay abroad for some more years. Here a few more years, and then in some other market, another major center.” Administrator MC says: “This change opened many doors for a future that could be in Brazil or another country; we don’t know what awaits us. But [...] we can’t stay stagnant either. We have to dedicate ourselves and always look for new opportunities.” These statements demonstrate a great willingness to explore new opportunities, regardless of location, with an adaptable and flexible mindset, demonstrating an adaptable and flexible mindset essential for continuous professional and personal development.

CONCLUSIONS

This article aimed to answer how the transition from a traditional career to a Boundaryless or Protean Career occurs, focusing specifically on the experience of administrators. The findings reveal a multifaceted landscape marked by diverse personal motivations, the pursuit of innovative challenges, adaptation to varied cultural contexts, and the development of leadership and self-management competencies. These dimensions underscore the necessity for contemporary approaches in an increasingly globalized and digitally evolving environment.

A significant correlation emerges between education in Business Administration and the propensity of professionals to engage in international careers. The comprehensive nature of this education endows administrators with the adaptability required to navigate the complexities of the global market. This adaptability, as reported by the interviewees, underscores the pivotal role of leadership and self-management skills in diverse professional settings.

The participants' narratives also shed light on the challenges encountered during career transitions. Key among these challenges were adaptation to new foreign environments, language barriers, the acquisition of new skills, and the development of interpersonal and leadership abilities. However, these obstacles were surmounted through resilient and determined attitudes, underpinned by a continuous commitment to self-knowledge and self-development.

While this study provides valuable insights, it is crucial to acknowledge its limitations, such as the limited number of interviewees and the focus on professionals with a background in Business Administration. Future research should expand the scope to include a broader array of professional fields, thereby offering a more comprehensive understanding of the Boundaryless and Protean Career phenomena.

Therefore, the results of this study offer significant insights into the nature and characteristics of Boundaryless and Protean Careers. They highlight the critical importance of flexibility, adaptability, and self-management in developing successful career trajectories in a globalized and interconnected world. The implications of these findings are substantial for

professionals, educators, and career managers, offering strategic guidance on the skills and strategies necessary to navigate the ever-evolving work environment successfully.

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