

THE RELATIONSHIP BETWEEN WORK VALUE SUPPORT AND SUBJECTIVE CAREER SUCCESS: THE ROLE OF CAREER COMMITMENT AS MEDIATOR

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ABSTRACT

This study aims to examine the relationship between work value support, subjective career success (SCS), and career commitment (CC). In this study, work value support is classified as intrinsic work value support (IWVS) and extrinsic work value support (EWVS). A survey method is employed to collect 252 usable questionnaires from public servants of the Central Bureau of Statistics in West Sumatera. The Smart PLS path analysis model is used to assess the measurement model and structural model. This study found that only IWVS had a significant positive impact on SCS. The results also indicate that career commitment is a partial mediating between IWVS and subjective SCS. Interesting findings show that CC is fully mediating the relation between EWVS and SCS. This finding may be used to help practitioners understand the various perspectives on career success and formulate career management policies to maintain and support their employee development.

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INTRODUCTION

Career success is important to both individuals and organizations because it can eventually influence organizational success (Hall et al., 2018). Therefore, researchers keep looking for the personal and organizational variables that help employees succeed in their careers (Frederiksen & Kato, 2018; Hall et al., 2018; Spurk et al., 2019). Career success is defined as a real achievement or it is perceived by individuals accumulated from their work experience which consists of two components namely objective and subjective career success (Shockley et al., 2016). Objective career success can be seen and observed from the status and position a person holds, the number of promotions

earned and the amount of salary received each month, while subjective career success is related to the individual's own satisfaction with the career he holds (Spurk et al., 2019).

Subjective career success has been a concept of great interest in career literature due to the modern job context's emphasis on mobility and unpredictability (Yu et al., 2023). There are two reasons why career success is currently being evaluated subjectively. First, the appraisal of a career can be done accurately by a person based on his or her own unique criteria because there is no universal standard for measuring career success (Xie et al., 2016). Second, it would be improper for one person to judge the career of another. Modern social movements are increasingly emphasizing that it is each person's responsibility and right to choose their own life career. This condition shows that changes in contemporary society have had an impact on how people think about their careers, with a greater focus now placed on career goals and interests (Hall et al., 2018)

A recent review by Spurk, Hirschi, and Dries (2019) of SCS's antecedents stated that the organization's support for employee career success is a key determinant for SCS. Forms of organizational support related to SCS can consist of IWVS and EWVS (Abessolo et al., 2017; Hirschi, 2010). Meanwhile, Hall et al. (2018), with the "protean career at work" model, stated that IWVS played a role in influencing SCS. Despite growing research attention to the consequences of these two work values for individual career actors, their fundamental nature remains insufficiently understood. Specifically, it remains unclear to what extent these intrinsic and extrinsic work-value supports are related to subjective career success (Abessolo et al., 2017; Hall et al., 2018). For this reason, the purpose of this study was to examine the direct effect of IWVS and EWVS on SCS.

A second goal of this research was to investigate the mechanisms underlying the relationships between extrinsic versus intrinsic work value support and subjective career success. By using Self-Determination Theory (SDT) (Deci et al., 2017), We argue that CC is what motivates employees to work on their chosen career choices. Employees who have a career commitment will invest more in their careers and encourage employees to complement themselves in the face of changing work environments. Therefore, CC should largely explain the relationship between IWVS and EWVS and SCS support and subjective career success. As far as we know, no previous research has tested the role of CC mediation in this relationship.

LITERATURE REVIEW

Extrinsic and Intrinsic Work Value Support

Work Values are important factors that influence employee motivation (Erdogan et al., 2004; Van den Broeck et al., 2014). We follow SDT which distinguishes between intrinsic and extrinsic values. Striving for monetary success, status, and power are referred to as extrinsic values, while values like emotional closeness (to build meaningful and satisfying relationships with colleagues), community contribution (to help people in need), and personal development (to develop and grow at the workplace) are seen as intrinsic values (Kasser & Ryan, 1996). Intrinsic values are linked to greater well-being because pursuing them makes it easier to satisfy the fundamental psychological demands for autonomy, competence, and relatedness (Ryan & Deci, 2000).

Work value support is an employee's perception that their organization supports intrinsic and extrinsic value as an organizational climate (Van den Broeck et al., 2014). IWVS can be defined as employees' perceptions of organizational support in encouraging behaviors

that strengthen community involvement, support social support behaviors, and offer training focused on personal growth (Van den Broeck et al., 2014; Vansteenkiste et al., 2007). Meanwhile, EWVS is the employee's perception of an organization that supports extrinsic values and bases its organizational climate on financial success and communicates a strength gap in the organizational hierarchy. Although most companies strive for extrinsic goals such as financial success, they can differ in the degree to which extrinsic value occupies a key position in the organizational climate (Van den Broeck et al., 2014; Vansteenkiste et al., 2007).

Subjective Career Success

SCS can be described as the individual's internal and personal perception and assessment of their career in all areas that are significant to them (Hall et al., 2018; Spurk et al., 2019). Consequently, previous studies have suggested that the term refers to the individual's evaluation of his or her own career on the basis of self-defined standards, aspirations, and career stage (Nabi, 2003). Subjective career success takes an internal perspective using a person's own preferences in the career experience, such as career satisfaction, comparative evaluation, life satisfaction, and job satisfaction (Park, 2010).

SCS becomes relevant to study because careers for individuals have the potential to make people responsible for their career development (Hall et al., 2018). Furthermore, the success of the individual's positive career will be important not only for the individual but also for the organization as the individual success will ultimately contribute to the organization's success (Spurk et al., 2019). Along with the resulting impact, research into organizational fields related to success began to shift to subjective career satisfaction (Yu et al., 2023).

Commitment Career

CC is an attitude towards a profession or work that includes the development of personal career goals and identification and involvement in those goals (Blau, 1985; Colarelli & Bishop, 1990). CC will make individuals willing to make an effort in supporting their careers and in accordance with their values. Over the course of a person's career, commitment appears to gradually evolve and develop. (Colarelli & Bishop, 1990). Carson and Bedeian (1994) designed, developed and evaluated a twelve-item multidimensional Career Commitment Measure (CCM). They view career commitment as a multifaceted construct made up of three elements: career identity, career resilience and career planning. Career identity is the degree to which people define themselves through their employment as opposed to the company they work for. Career resilience is the decision to leave a given organization if one's personal career goals are not met. This shows individual independence and resourcefulness. Career planning is helping people identify their professional objectives and the development necessary to achieve them. For instance, it may encourage people to switch jobs in order to get particular experiences. One advantage of the three-dimensional concept of professional commitment is that theoretically significant relationships that might otherwise be hidden can be examined (Carson & Bedeian, 1994).

Hypothesis

We propose that IWVS and EWVS will positively associates with SCS. Organizations that promote intrinsic values are probably going to offer a friendly workplace (Van den Broeck et al., 2014). They might, for instance, establish an Human Resource policy that

reflects significant investments in the current workforce and a commitment to the long term, which would be in accordance with the idea of the traditional career based on lifelong employment and career development as a consequence of tenure (Sparrow, 1996; Sullivan, 1999).

According to SDT, the extent to which work values allow for basic needs to be met directly influences the projected relationship between work values and work outcomes. Because intrinsic values are thought to enable higher levels of satisfaction of fundamental psychological needs, the best outcomes are predicted when people's intrinsic values are comparatively stronger than their extrinsic values (Kasser & Ryan, 1996; Vansteenkiste et al., 2007).

Organizations that encourage employees' sense of intrinsic value may also give them opportunity to learn new skills that will improve their employment prospects in addition to the traditional idea of moving up the career ladder. Intrinsically motivated employees are more likely to seek out difficult tasks that will help them learn new skills. This will meet their demands for competence (Vansteenkiste et al., 2007). IWVS describes an employee convinced that the organization in which he works has appreciated their contribution and cares about their well-being by providing support for intrinsic values (maintaining good social relationships, to feel effective and skillful in the activities they undertake, to feel autonomous) (Hall et al., 2018). Thus, IWVS can lead to an individual's happiness towards his career choice. Accordingly, we hypothesize.

H1: Intrinsic work value support is positively correlated with subjective career success

Employees may feel employable in career development if they believe the organization places a high priority on extrinsic values. Promotion of extrinsic value can encourage individual abilities, attitudes and skills. In particular, the intentional promotion of an organization's extrinsic values can foster competitiveness (Duriez, 2011). Studies have revealed that extrinsically motivated individuals are driven by rewards, praise, and other outside incentives (Van den Broeck et al., 2014).. Extrinsically oriented workers are more likely to base their sense of worth on external accomplishments (Sheldon & Kasser, 2008). Therefore, based on SDT we hypothesize that EWVS is associated with job outcomes and can lead to individual career satisfaction.

H2: Extrinsic work value support is positively correlated with subjective career success

Commitment Career as Mediating

Despite a consistent pattern of results in which the work value related construct is positively correlated with career success, little is known about the mechanisms underlying this relationship. One possible mediator of this relationship is career commitment. The mechanism of CC is based on the role of personal values in career decision making (Hall et al., 2018). CC can be seen as an attitude to develop a career because at a time when there are frequent changes and declines in organizational guidelines for career development, people need a strong internal attitude to guide and develop their career. Because managing a career is basically a process of self-concept application through work (Hall et al., 2018).

Research has demonstrated a strong link between intrinsic work value but not extrinsic work values was related to positive career development (Hirschi, 2010). Empirical studies have shown that perceived organizational career growth, support, and ethical climate not only encourage employees' work-related attitudes (such as organizational commitment) but also their vocational attitudes (such as career commitment) (Weng & McElroy, 2012).

The results of previous studies also state that CC is a significant predictor of career success. For example, CC predicts both subjective and objective career success (ie, payout rates) (Poon, 2004; Sultana et al., 2016). The study also show that self-efficacy moderates the beneficial impact of CC on SCS, suggesting that people with strong CC and stronger feelings of self-efficacy have SCS (Schultheiss et al., 2023). Accordingly, we hypothesize.

H3: Commitment career mediates the relationship between intrinsic work value and subjective career success

H4: Commitment career mediates the relationship between extrinsic work value and subjective career success

The literature has been used as foundation to formulate a conceptual framework for this study as illustrated in Figure 1.

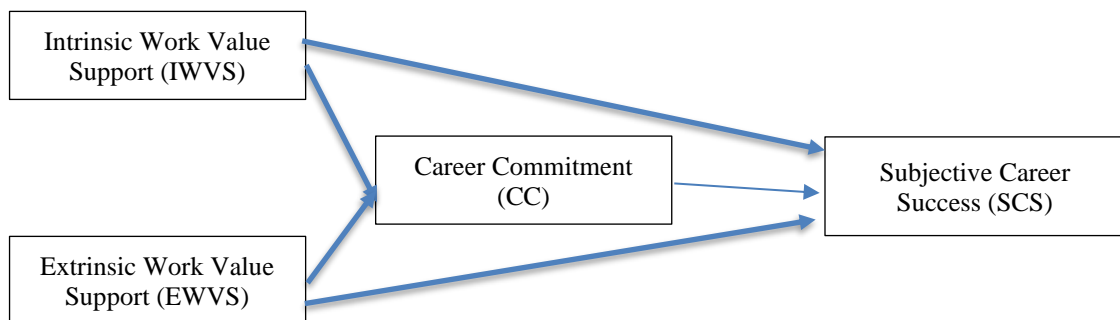


Figure 1. Theoretical Model

RESEARCH METHODS

Research Design

This study used a survey method as the research strategy, which allows the researchers to use a cross-sectional research design in collecting survey questionnaire data. This data collection procedure may assist the researcher to obtain relevant data, reducing bias data, and enhancing data quality (Sekaran & Bougie, 2016). This study was conducted in 20 BPS units in West Sumatra. At the initial stage step of this study, the survey questionnaire is drafted based on the career literature. Next, the survey questionnaire items are translated into English and Indonesian languages using a back-to-back translation technique by a bilingual faculty member in the human resource management area. The English version of the questionnaire are then translated into Indonesian by another bilingual faculty member in the human resource management field. Next, these two bilingual faculty members examined both English and Indonesian versions of the questionnaires to ensure the consistency of item meanings and the quality of study instrument (Brislin, 1980; Sekaran & Bougie, 2016).

Measures

The survey questionnaire consists of three major parts: First, intrinsic work value support (IWVS) is measured using ten items and extrinsic work value support (EWVS) is measured using eight items adapted from the work value literature (Van den Broeck et al., 2014; Vansteenkiste et al., 2007). Second, commitment career (CC) is assessed using seventeen items adapted from scale developed by Colarelli and Bishop, 1990). Third, subjective career success (SCS) is evaluated using twenty items adapted from scale

developed by Shockley *et al.* (2002). The whole items are measured using a 5-item Likert scale, that is from “Strongly Disagree” (1) to “Strongly Agree” (5).

Sample

The population of this research is all employees both in the work unit of BPS West Sumatra Province. A purposive sampling plan was used to distribute 500 survey questionnaires to employee. For a specific objective of this study, the sampling plan is used because the management of institutions have not provided a complete list of employees for the confidentiality reasons. This constraint did not allow the researchers to use a random method in selecting respondents. From the number of distributed survey questionnaires, only 252 (50.4 percent) usable questionnaires are returned to the researchers. All respondents participating in the survey questionnaires based on their consent, anonymously and a voluntary basis.

Based on gender, male and female respondents were almost equal, respectively 48.15 percent and 51.85 percent. When viewed by age, most of the respondents (64.20 percent) are in the age range of 25 to 40 years, so it can be said that the majority of respondents are generation Y. For the level of education, more than half (64.81 percent) are D4/D4 graduates. S1. Respondents generally worked at BPS for 11 to 20 years (43.21 percent), followed by those who worked less than 10 years (33.95 percent), and the rest had worked for more than 20 years. In addition, it is also known that as many as 52.47 percent of respondents become part of the BPS ASN through the AIS/STIS/Polstat STIS official school route, while the public route is 47.53 percent.

RESULTS AND DISCUSSION

Measurement model

The SmartPLS program is used to assess the measurement model (correlation between items and constructs) using PLS Algorithm. Table 1 displays that the study constructs have item loadings larger than 0.60 in their constructs within their models, and all the study constructs have the average variance extracted (AVE) values larger than 0.50 (Henseler *et al.*, 2009). This outcome shows that they fulfilled the requirements of convergent validity analysis. Hence, the composite reliability values for all the study constructs are bigger than 0.80, showing that they have high internal consistency (Hair Jr *et al.*, 2021).

Table 2. Internal consistency reliability criteria and convergent validity

Construct	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Extracted Average Variance (AVE)
CC	0,918	0,931	0,553
EWVS	0,865	0,892	0,508
IWVS	0,885	0,908	0,523
SCS	0,891	0,911	0,505

Table 3. Square Root Extracted Average Variance (AVE) construct

	CC	EWVS	IWVS	SCS
CC	0,743			
EWVS	0,561	0,713		
IWVS	0,600	0,634	0,723	
SCS	0,739	0,506	0,603	0,711

Based on the Fornell-Larcker criteria, to evaluate the discriminant validity the AVE value of a construct must be greater than its highest correlation with other constructs. Based on table 3, the AVE value is indicated by cells located in the diagonal part of the table, while other cells show the correlation value of a construct with other constructs. It can be seen that the AVE value of all constructs is greater than the correlation of the construct with other constructs. This indicates that all reflective constructs in the model share more variance with their indicators than with other constructs, meaning that they meet discriminant validity

Structural Model

The SmartPLS is employed to test the structural model (correlation between constructs) using Bootstrapping. Main advantage of using the SmartPLS program, it can produce latent variable scores, handle a small sample size, deal with less normal data, and assess many latent and criterion variables in a study model (Hair Jr et al., 2021).

Table 4 presents that the means for the study constructs between 3,1647 and 3,8429, showing that the levels of CC, EWVS, IWVS and SCS range from the high level (3). Hence, the variance inflation factor values for the correlation (VIF) between the study constructs are smaller than 5.0, indicating that this correlation is not affected by a collinearity problem (Hair Jr et al., 2021).

Table 4. The results of VIF and descriptive statistics

Variable	Mean	Standard Deviation	VIF
1. CC	3,3340	0,9696	2,206
2. EWVS	3,1647	0,9980	2,441
3. IWVS	3,8429	0,8689	2,025
4. SCS	3,6538	0,8657	1,819

Table 5 displays hypothesis testing results. The hypothesis testing results for the direct effects model display two essential findings: First, IWVS is positively and significantly associated to SCS ($\beta=0,234$; $t=4,259$), therefore H1 is supported. Second, EWVS is not associated to INJT ($\beta=0.535$; $t=15.011$), therefore H2 is not supported. Third, INJT is positively and significantly associated to AOCM ($\beta=0.324$; $t=6.943$), therefore H3 is supported. This result shows that INJT is an important outcome of CRSM and INCM, while AOCM is a significant result of CRSM, INCM and INJT.

The hypothesis testing results for the mediating model present two important outcomes: First, the relationship between IWVS and CC is positively and significantly associated to SCS ($\beta=0,176$; $t=4.863$), therefore H3 is supported. Second, the relationship between EWVS and CC is positively and significantly associated to SCS ($\beta=0,237$; $t=5,892$), therefore H7 is supported.

Table 5. Path Coefficients for Direct Effect

Paths	Beta(β)	t-values	P Values
CC -> SCS	0,581	10,828	0,000
EWVS -> CC	0,302	4,836	0,000
EWVS -> SCS	0,031	0,510	0,610
IWVS -> CC	0,409	6,537	0,000
IWVS -> SCS	0,234	3,616	0,000

*p < 0,05

Table 6. Path Coefficients for Indirect Effect

Paths	Beta(β)	t-values	P Values	Report
EWVS -> CC -> SCS	0.176	4,259	0,000	Supported
IWVS -> CC -> SCS	0.237	5,892	0,000	Supported

*p < 0,05

This study shows that CC acts as an important mediating variable in the relationship between IWVS, EWVS and SCS. In the research context, the majority of respondents view that CC, IWVS, EWVS and SCS are high. This explains that organizational support to create a suitable work climate will raise employee perceptions of CC (Hall et al., 2018; Van den Broeck et al., 2014). As a result, this perception of CC can lead to greater SCS in employees.

The study findings have three major theoretical contribution, First, IWVS has become an important determinant of CC and SCS. These results are in line with SDT's theory that organizations that support intrinsic values can motivate employees to commit to their careers and generate a sense of satisfaction with their career choices (Ryan & Deci, 2000; Schultheiss et al., 2023).

The ideas of these theories received strong support from previous career management studies, which revealed that organizational support for work values is an important antecedent of employee attitudes: First, IWVS is often carried out by organizations through providing job autonomy, developing employee competencies, and a harmonious work atmosphere (Spurk et al., 2019; Van den Broeck et al., 2014). Meanwhile, EWVS is often carried out by organizations by providing transparent, open, accurate and honest justification regarding reward allocation, performance linked pay, contingent reward procedures, as well as the contents and methods of the reward system (Vansteenkiste et al., 2007).

Second, CC have been a significant determinant of SCS. This career commitment is shown by individuals through the desire to sacrifice and survive in achieving the desired career. Employees with high career commitment have career building strategies and have better control over their careers so they can experience higher subjective career success (Sultana et al., 2016)(Sultana, Yousaf, Khan, & Saeed, 2016). Other research also shows that employees who have strong ties with the organization tend to experience career success (Adel Ali Yasin, 2017).

Third, CC has become a significant mediating variable between IWVS and EWVS and SCS. These results are consistent with the main meaning of SDT theory (Ryan & Deci, 2000), which states that the value of work is intrinsic (eg, the organization creates a work climate that maintains good social relations, contributes to the environment, and investing in employee self-development) and extrinsic work values (i.e., organizational support for achieving financial success, self-recognition, and power) that are practiced consistently in carrying out daily work operations can strengthen employees to feel satisfied with their careers.

CONCLUSION

The conceptual framework of this study has been developed based on the career management literature. The results of the measurement model confirmed that the research instrument met the criteria of validity and reliability analysis. The structural equation

modeling results reveal that CC has mediated the relationship between IWVS and EWVS and SCS. Therefore, research and practice of career management in organizations need to assess CC as a prominent component in employees. This study further demonstrates that organizational support for promoting IWVS and EWVS are an important antecedent of career commitment and career success.

This study has several methodological and conceptual limitations. First, the cross-sectional research design only describes the respondents' general perceptions of the correlation between research constructs. Second, this study only evaluates the correlation between latent constructs. Third, the purposive sampling plan did not provide sufficient data to characterize the study population. Finally, the survey questionnaire data was only taken from one government institution. This limitation may reduce the ability to generalize study findings to private organizations

This study provides certain suggestions to strengthen future research. First, the background of certain important respondents, such as gender, age, education, occupational group and salary level should be considered in future research because it can show similarities and differences in respondents' perceptions of the correlation between research variables. Second, longitudinal studies should be used in future research if we are to track patterns of change, direction, and magnitude of causal relationships between subsamples. Third, private and public organizations should be included in future research because they can generate strong generalizations.

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