A LITERATURE REVIEW: DOES SUBJECTIVE CAREER SUCCESS AFFECT THE INTERNATIONAL HUMAN RESOURCES MANAGEMENT?

Setyanto Putro[1*], Moh. Khoerul Anwar[2]

[1]*Doctoral Student, Post Graduate Program of Management, University of Technology, Yogyakarta, Indonesia, *[2]*School of Psychology, Central China Normal University, China, Islamic Guidance and Counseling, State Islamic University Sunan Kalijaga, Indonesia*

*Corresponding Author:
Nama Penulis: Setyanto Putro
Alamat Email: setyanto.7200111001@student.uty.ac.id

ARTICLE INFO	ABSTRACT
	This paper aims to determine whether subjective career success can affect international human resource management. The method used is a literature study using articles and books. Based on these reading sources, global changes and technological advances are an important part of shaping one's personality and views, giving rise to a phenomenon in human civilization that continues to move in the global society and impacts international human resource management. The result of this article is an insight into international and global career perspectives, positioning of subjective career success and International HR management, cultural and environmental differences on subjective career success and International HRM, and the effect of subjective career success on International HR management.

Introduction

Changes in human views regarding success change the point of view in managing one's career success. Global changes and technological advances are an important part of shaping one's personality and thoughts, giving rise to a phenomenon in human civilization that continues to move in a global society. Until recently, traditional career advancement models favored full-time, long-term employment, old-age security and served as the

backdrop for career success (Valcour & Ladge, 2008). In addition, the current traditional career model is job security, stable salary, work as a regular activity and work as a salary seeker, not leading to job satisfaction. However, changes will always exist according to the times. For example, globalization, technological sophistication, organizational downsizing or reduction of human resources, pressures in the competitive world of work, the democratization of life and any rapid change Gratton & Ghoshal (2003), decreased job security Cappelli (1999), increased diversity of the workforce, expanded use of outsourcing and part-time and temporary employees Sullivan & Baruch (2009), and increased the reliance on the deployment and application of intellectual abilities Powell & Snellman (2004) to create and sustain competitive advantage has gradually reshaped the world in which careers are taking place (Enache et al., 2011).

The shift from traditional career advancement models to modern career advancements or global careers makes humans not limited to a field, skill, job security, job security, and the type or time of work. Still, humans continue to advance and are not limited to specific fields and focus on achieving career satisfaction. The shift from organizationally defined career models to individually determined careers has highlighted the importance of the subjective aspect of careers referring to individuals' perceptions and interpretations of their career situations (Greenhaus, 2003). Changes resulting from the contemporary work environment and individual attitudes show how important it is to understand subjective career success factors. Individuals need to embrace a variety of more privileged and heterogeneous paths, marked by career discontinuities, lateral or even downward movements, to meet work and non-work balances that are psychologically meaningful to achieve career satisfaction. Career satisfaction is the extent to

which they are currently satisfied with their income, progress, goals, acquiring new skills, and progress made throughout their career (Riaz & Haider, 2010).

Of course, each individual's career satisfaction is different and cannot be equated. Career satisfaction is not limited to income, position, or others. The indicator that someone is satisfied is when they feel they are doing something with a specific purpose and can achieve that goal and are satisfied even through various challenges. Therefore, every change in individual goals and targets becomes a key determinant of career success indicators. Maybe it is not satisfying for other people, but for him, it is satisfying. The study of objective and subjective career success has a long history of research in organizational behavior (W.H.Ng & Feldman, 2014). Objective career success can be measured and has clear indicators (e.g., salary, position, position, and organizational structure), while subjective career success does not have clear indicators because it is guided by employees' perceptions and feelings about their (Arthur et al., 2005). Subjective career success refers to individuals' feelings of accomplishment and satisfaction with their careers. Career satisfaction is related to a person's positive emotional state resulting from a personal evaluation of his career experience. Therefore, it cannot be equated between one person's career success and others. For example, one person is satisfied with what he currently gets (e.g., salary or position), even though his position or income is below someone else's. Career satisfaction is based on each person and cannot be equated with everyone even though they have the same position or income. Another example is that one of the employees is now more passionate about pursuing a personally meaningful job (Crocitto et al., 1996). Jobs that are meaningful to everyone are not the same, one person

may be more meaningful to work in specific fields but not to others, and vice versa. Therefore, it is also important to examine how subjective career success can affect international HR management in the era of globalization with sophisticated technology (W.H.Ng & Feldman, 2014).

Globalization and technological sophistication are shaping significant changes in today's era, without exception in international HR management and the subjective view of career success. These changes change individual attitudes and behavior in response to many factors. Including increasing life span and working life, changing family structures, increasing numbers of multiple career partners, and increasing numbers of individuals seeking to meet the needs for learning, personal development, and growth (Enache et al., 2011). This change relates to the subjective view of career success that the effort made in fulfilling personal values makes it possible to experience psychological success, even if they do not achieve more traditional measures of success. That's because career success outcomes are influenced by their interactions with others at work and their judgments about how well they meet job role expectations (Valcour & Ladge, 2008). Subjective career success is adjusted with information about the characteristics and background of each individual (e.g., demographics, gender views, education level, professional experience, income, and years of service). Each individual uses a different reference to assess subjective career success. Individuals compare their current success with their aspirations, past accomplishments, and future goals and expectations during this meaning-seeking process (Abele & Spurk, 2009). In addition, individuals also rate their career success against several external standards, such as the achievements of their coworkers, supervisors, mentors, or family members (Clark & Arnold, 2008). Therefore, subjective career success is based on the factors that

support it according to their respective views.

The main focus is on subjective career success in identifying the factors that promote international HR management Abele & Spurk (2009) International HR Management is managing people across international boundaries by multinational companies (Brewster et al., 2005). It involves the worldwide management of people, not just expatriate management. In reality, HRM practices are treated in most of the human capital literature, at best, as simple 'levers' in the relationship between human resources and sustainable competitive advantage (Delery & Roumpi, 2017). About International HR Management and subjective career success discusses the extent of its role in crossing national boundaries, cultures, and views related to career success.

Research Method

The research method used is a literature review. The author examines how subjective career success influences international human resource management. It is related to two main studies, namely subjective career success and international human resource management. The literature review used various articles, books, and others related to the two main topics. A literature review on subjective career success and international human resource management provides insight into the global world, culture, and times. In addition, it also examines how the perspective of international and global careers, the positioning of subjective career success and International HR management, cultural and environmental differences on subjective career success, and International HR and how the influence of subjective career success on International HR management.

Results And Discussion

Perspectives of Global HRM and Multinational Careers

Global Human Resource Management uses global resources to achieve organizational goals regardless of geographic boundaries. Three approaches of Global HR Management characterize, namely (a) Global HR management emphasizes cross-cultural management, namely looking at human behavior in organizations from an international perspective; (b) developed from comparative industrial relations and HR Management literature and attempted to describe, compare and analyze HR systems in several countries; and (c) strive to focus on aspects of HR Management in multinational companies (Helmi, 2008). Based on this explanation, global HR is significant for a company, especially the nation, and the world will face a phase where people are free to work wherever they want. In 2015 it entered the ASEAN Economic Community (AEC), then in 2017, it faced the Asia-Africa partnership (AAP), and in 2020 it faced globalization. These three things are significant in international HRM, where everyone is free to work and choose in any country.

Globalization is the process of international economic integration in world markets. It involves the development of a single global market for goods or services accompanied by accelerated growth in world trade (Amstrong, 2010). The existence of globalization can transmit everything in the world. Globalization requires organizations to move people, ideas, products, and information worldwide to meet local needs. Furthermore, the main problem for multinational companies is the need to manage the challenges of global efficiency and international flexibility, the ability of organizations to manage risks and take advantage of opportunities that arise from the diversity and volatility of the global environment (Bartlett &

Ghoshal, 1991). Multinational companies need to understand and take advantage of current opportunities to develop and compete internationally. A significant challenge for organizations from the public and private sectors in the twenty-first century is operating across national boundaries (Brewster et al., 2005). Therefore, it is important to explore the extent of the role of management in crossing these national boundaries so that everyone has a multinational role and career. In addition, it is also necessary to examine how to define career success globally and what is an international career.

Before diving into the concept of career success, it is important to give our working definition of a career. A career is a sequence of attitudes and behaviors that are individually perceived related to work-related experiences and activities over a person's life span (Hall, 1976). This definition allows us to consider work-related experiences in contemporary society, where individuals become less attached to one organization. Likewise, do not limit careers to advancement to the top or just professional work, as before, the definition of history (Greenhaus, 2003). The writing of this article seeks that every mention of career success is made regarding a broader and comprehensive definition of career.

Furthermore, career success is globally defined as positive psychological or work-related outcomes or achievements that a person has accumulated due to one's work experience. Career success is also defined as achieving desired work-related results at any point in one's work experience over time (Arthur et al., 2005). For example, mentioned earlier, career success includes both objective and subjective criteria. In general, career success aims to be something that can be directly observed and is easily measured or verified. While the objective career success category usually relies on landmarks that can be easily compared between people to judge

success. Objective success indicators, for example, salary and promotions (Abele & Spurk, 2009). Definitions for subjective success are much vaguer, including self-evaluation of career progress, as well as individual subjective concerns and career evaluations (Maanen, 1997). Others say evaluating individuals' perceptions and affective reactions of their careers (W.H.Ng & Feldman, 2014). Subjective success is an individual's positive evaluation of his career. Others say evaluating individuals' perceptions and affective responses of their careers. Subjective success is an individual's positive evaluation of his career. Subjective career success indicators such as career satisfaction and job satisfaction. Meta-analytic studies reveal that the correlation between subjective and objective success is not higher than 0.30 (Abele & Spurk, 2009; W.H.Ng & Feldman, 2014). Therefore, it is important to consider subjective career success positions and international HR management. The measure of subjective career success, namely career satisfaction and evaluation of success compared to colleagues (Heslin, 2005).

Positioning of International HR Management and Subjective Career Success

Career success is made by referring to a broader and comprehensive career definition so that it is related to the pattern of how international HR management and global staff are. International HR management without the support of a worldwide team is just as useless. The global staff is one of the multinational companies' critical issues when filling their headquarters and operating subsidiaries (Collings et al., 2009). The choices are those of the parent country, nationals of the host country (employees of subsidiary locations), and third nationals (employees of countries other than the home or host country). They say that the right mix can significantly impact a

multinational company's ability to achieve learning, innovation, and enterprise integration. One of the critical issues multinational companies face is filling important positions in their head office and subsidiaries (Collings et al., 2009). These staff elements are to regulate, manage, and maintain the company's stability from various parties. The presence of staff from the host country and employees from abroad can help and exchange insights and knowledge in specific fields. In addition, it will also provide views and cultural adaptations regarding how career success according to each staff and management of staff arrangements globally.

Staff arrangements should use a variety of International criteria. Including; (a) prospective employees must have a personality that is patient, diligent, full of initiative, and flexible in accepting or experimenting with new things in the job; (b) prospective employees must have high technical skills and follow technological advances. In addition to technical skills, prospective employees must also have skills in communication which include mastery of language; (c) prospective employees must have a high tolerance for our differences in race, belief or religion, skin color, values, customs, as well as customs and traditions; (d) prospective employees must have high motivation and maintain it; and (e) prospective employees must have good behavior in membership of a larger community (Hollinshead & Leat, 1995) . With several predetermined criteria, it is hoped that the staff who will be empowered in the global team can carry out and carry out their duties and responsibilities as good and responsible employees. Of course, the global staff aspect has a dominant influence in International HR.

International HRM is the process of across international boundaries by multinational companies (Brewster et al., 2005). It involves the worldwide management of people, not just expatriate management.

Companies that function globally consist of international and global companies. International companies are those in which operations take place in foreign subsidiaries that rely on the parent company's business expertise or production capacity; they may be highly centralized with tight controls. Multinational corporations are ones in which many businesses in different countries are managed from the center; the degree of autonomy will vary. In understanding international management, it is also necessary to understand the character of local culture. It is because the local context is key. Do International HR people need to ask questions like the business environment here? What is the role of trade unions? What are local labor laws? Are these people any different? Are their motivational patterns different? By understanding some of these questions, international HRM can understand the "indigenous culture" in a company. Therefore, the role of culture and environment also affects subjective career success. Together, these structural and attitudinal shifts highlight the increasingly important part of non-objective factors in career success, a concept known as subjective career success and International HRM (Shockley et al., 2016).

Cultural and Environmental Differences on Subjective Career Success and International HRM

Cultural and environmental differences influence subjective career success and international HRM. Regional resources may be affected by national culture (e.g., decisions of what makes an effective manager, providing face-to-face feedback, readiness to accept international assignments, pay systems and different concepts of social justice, approaches to organizational restructuring, and strategic dynamics) (Hiltrop, 1995). A country's culture is a set of values, symbols of beliefs, language, and norms that guide human behavior. It means that humans are directed to

have a reasonable and appropriate culture for their nation and country (Mondy, 2008). In content, cultural differences have a role in international HR management and career success views. However, cultural differences do not become an obstacle in the HRM process or opinions on success. In addition, the significance of cultural differences is the meaningful message conveyed that culture as a collective mental programming of people in the environment referred to cultural values as a broad tendency to prefer certain states of affairs over others and described organizations as "culture-bound" (Hofstede, 1991). Based on the data, it can be identified that there are four dimensions of national culture, including uncertainty avoidance, masculinity/femininity, power distance, and individualism/collectivism. Therefore, cultural and environmental differences determine the International HR process and subjective career success and influence the company or employee behavior. In addition, there will be cultural acculturation in a company that has employees from various regions and countries.

Furthermore, it was important to understand the host country's culture to understand the indigenous culture of the place to be lived (Mondy, 2008). Environmental differences between nations must be taken into account in managing globally (Amstrong, 2010). These include differences in market centrality, institutions, regulations, collective bargaining, and labor force characteristics (Gerhart & Fang, 2005). For example, in Western Europe, the scope of collective bargaining is much higher than in countries such as the United States, Canada, and Japan. Council work is mandated by law in Western European countries like Germany, but not in Japan or America. In China, Eastern Europe, and Mexico, labor costs are significantly lower than in Western Europe, Japan,

and the United States. Of course, it will affect career success and international HR management. The model postulates that while career self-management results from intrinsic motivation consisting of meaningfulness, choice, competence, and advancement for one's career, successful career self-management is likely to result in subjective career success (Sultana & Malik, 2019). Their study also showed that career self-management was positively related to career satisfactionVolmer & Spurk (2010) and reported a positive relationship between career self-management and subjective career success(Vos & Soens, 2008).

The Effect of Subjective Career Success on International HR Management

A career is an open series of a person's work experience over time and across various occupations, organizations, etc (W.H.Ng & Feldman, 2014). Subjective career success refers to evaluating individuals' perceptions of and affective reactions to their careers. In the early 1950s, social scientists observed considerable differences in the way individuals viewed their career success. Researchers report that a growing percentage of employees define their career success in terms of subjective indicators rather than objective indicators such as salary and frequency of promotions (Littler et al., 2003). In addition, researchers often distinguish between influence-based and cognition-based attitudes, and subjective career success has been operationalized in two ways, including influence-based referring to employees' feelings about their emotional reactions and satisfaction career success.

In contrast, cognition-based subjective career success refers to employees' beliefs and perceptions about their career success (for example, individuals' perceptions of whether they are progressing as far and as fast as

they would like). Furthermore, the construction of career success has a broader and more comprehensive scope. Subjective career success includes perceptions of job success, interpersonal success, financial success, hierarchical success, and life success (W.H.Ng & Feldman, 2014). In other words, views related to career success are very diverse and depend on the individual character who explains it. However, the main concept of writing this article is to focus on evaluating or viewing subjective career success globally to influence the components of International HR management.

Research findings show that career success goes beyond traditional objective factors for some people (Master Card and Crescent Rating, 2016). For example, certain elements are more important for success in those with a limitless mindset, such as learning and development Granrose, S. C., & Baccili (2006) and work-life conflict and how people change their career paths to match different aspects of their lives both on and off the job. Other findings also highlight the importance of work balance so that subjective career success will also affect international HR management in line with different views of career success in each country or each employee. Therefore, international HR management, including globalization, environmental differences, cultural differences, convergence and divergence, and global staffing, is important in determining the direction of companies and international management processes. Directly, international management requires people to have a high tolerance, high multiculturalism, and high cultured behavior among nations or with other countries. Moreover, various subjective views of career success will affect the company's international management process.

Furthermore, subjective career success can be interpreted into two events (W.H.Ng & Feldman, 2014). *First*, they suggest that people form an

overall subjective evaluation of their career success, which may or may not be driven by objective factors. *Second*, the definition implies an additional component to career success beyond objective factors that require subjective evaluation (i.e., cannot be retrieved from standard organizational databases). In this regard, the international HRM process should also pay attention to this matter. The effectiveness of global HRM depends on the ability to assess the extent to which organizations should implement similar practices around the world (convergence) or adapt them to local conditions (divergence) (Brewster et al., 2005). The dilemma facing all multinational companies is to strike a balance between international consistency and regional autonomy. They must decide the extent to which their HR policies must either converge worldwide to be essentially the same in each location or diverge differentiated in response to local needs. Therefore, it is necessary to consider local wisdom or subjective career success in applying international human resources. It is intended so that there is a balance between general policies and specific policies. In addition, this particular policy is used to regulate regional autonomy related to international human resources.

In line with international HR management, subjective career success is also driven by objective factors other than less tangible and requires subjective interpretation. We aim to identify these core subjective factors and create a means to measure them and facilitate comparisons between individuals (W.H.Ng & Feldman, 2014). As evidenced by the number of different constructs listed Arthur et al. (2005) and the evidence of diversity in constructs, the item lists the measures frequently used to represent the most common operationalizations of subjective career success (i.e., career satisfaction, overall perceived career success, and multidimensional

conceptualizations of success). Career satisfaction is the most common representation of subjective career success found in career satisfaction measures (W.H.Ng & Feldman, 2014). Thus, subjective career success is based on career satisfaction, overall perceived success, and multidimensional success affecting international HR management.

Conclusion

Changes in human views regarding success change the point of view in managing one's career success. Global changes and technological advances are an important part of shaping one's personality and thoughts, giving rise to a phenomenon in human civilization that continues to move in the global society and impacts international human resource management. The conclusion of this article is an insight into international and global career perspectives, subjective career success standing and International HR management, cultural and environmental differences on subjective career success and International HR, and the influence of subjective career success on International HR management. As input for further studies, it is necessary to understand the culture of each country or the view of career success in each country. For example, people's subjective career success culture in a country will differ from other countries. Then the importance of understanding subjective career success and international management so that there is a need for breakthroughs related to careers without boundaries or careers based on personal values or country values so that they will describe the uniqueness of each country.

References

Abele, A. E., & Spurk, D. (2009). How do Objective and Subjective Career Success Interrelate Over Time? *Journal of Occupational Health*

Psychologyational and Organizational Psychology, *82*(4), 803–824. https://doi.org/https://doi.org/10.1348/096317909X470924

Amstrong, M. (2010). *Amstrong's Essesntial Human Resource Management Practice: A Guide to People Management* (1st ed.). Kogan.

Arthur, M. B., Khapova, S. N., & Wilderom, C. P. (2005). Career Success in a Boundaryless Career World. *Journal OfOrganizational Behavior*, *26*(2), 177–202. https://doi.org/10.1002/job.290

Bartlett, C. A., & Ghoshal, S. (1991). *Managing Across Borders: The Transnational Solution*. London Business School.

Brewster, C., Sparrow, P., & Harris, H. (2005). Towards a New Model of Globalizing HRM. *International Journal of Human Resource Management*, *16*(6). https://doi.org/https://doi.org/10.1080/09585190500120590

Cappelli, P. (1999). Career Jobs "Are" Dead. *California Management Review*, *42*(1), 146–167. https://doi.org/:10.2307/41166023

Clark, M., & Arnold, J. (2008). The nature, prevalence and correlates of generativity among men in middle career. *Journal of Vocational Behavior*, *73*(3), 473–484. https://doi.org/https://doi.org/10.1016/j.jvb.2008.09.002

Collings, D. G., Scullion, H., & Dowling, P. J. (2009). Global Staffing: A Review and Thematic Research Agenda. *International Journal of Human Resource Management*, *20*(6), 1253–1272. https://doi.org/10.1080/09585190902909806

Crocitto, M. M., Arthur, M. B., & Rousseau, D. M. (1996). The Boundaryless Career: A New Employment Principle for a New Organizational Era. In *Oxford University Press*. Oxford University Press.

Delery, J. E., & Roumpi, D. (2017). Strategic Human Resource Management, Human Capital and Competitive Advantage: Is the Field Going in Circles? *Human Resource Management Journal*, *27*(1), 1–21. https://doi.org/10.1111/1748-8583.12137

Enache, M., Sallan, J. M., Simo, P., & Fernandez, V. (2011). Career attitudes and subjective career success: Tackling gender differences. In *Gender in Management* (Vol. 26, Issue 3, pp. 234–250). Emerald Group Publishing Limited. https://doi.org/10.1108/17542411111130990

Gerhart, B., & Fang, M. (2005). National culture and human resource management: assumptions and evidence. *International Journal of Human Resource Management*, *16*(6), 971–986.

https://doi.org/https://doi.org/10.1080/09585190500120772

Granrose, S. C., & Baccili, P. A. (2006). Do psychological contracts include boundaryless or protean careers? *Career Development International.*

Gratton, L., & Ghoshal, S. (2003). Managing Personal Human Capital: New Ethos for the 'Volunteer' Employee. *European Management Journal*, *21*(1). https://doi.org/https://doi.org/10.1016/S0263-2373(02)00149-4

Greenhaus, J. H. (2003). *Career Dynamics.* Wiley. https://doi.org/http://dx.doi.org/10.1002/0471264385.wei1220

Hall, D. T. (1976). *Careers in Organizations.* Goodyear.

Helmi, A. (2008). *Manajemen Internasional.* Unpublished.

Heslin, P. A. (2005). Conceptualizing and Evaluating Career Success. *Journal of Organizational Behavior*, *26*(2), 113–136. https://doi.org/10.1002/job.270

Hiltrop, J.-M. (1995). The Changing Psychological Contract: The Human Resource Challenge of The 1990s. *European Management Journal*, *13*(3), 286–294. https://doi.org/https://doi.org/10.1016/0263-2373(95)00019-H

Hofstede, G. (1991). *Culture and Organization: Software of the mind.* Sage.

Hollinshead, G., & Leat, M. (1995). *Human Resource Management: An International and Comparative Perspective on the Employment Relationship.* Pitman.

Littler, C. R., Wiesner, R., & Dunford, R. (2003). The Dynamics of Delayering: Changing Management Structures in Three Countries. *Journal OfManagement Studies*, *40*(2), 225–256. https://doi.org/10.1111/1467-6486.00339

Maanen, J. Van. (1997). Experiencing Organization: Notes on the Meaning of Careers and Socialization. In *Organizational Careers : Some New Perspectives.* John Wiley & Sons.

Master Card and Crescent Rating. (2016). *Global Muslim Travel Index 2016.* https://www.crescentrating.com/reports/mastercard-crescentrating-global-muslim-travelindex-gmti-2016.html

Mondy, W. (2008). *Manajemen Sumber Daya Manusia. (Edisi Kesepuluh)* (10th ed.). Erlangga.

Powell, W. W., & Snellman, K. (2004). The Knowledge Economy. *Annual Review of Sociology*, *30*(1), 199–220. https://doi.org/10.1146/annurev.soc.29.010202.100037

Riaz, A., & Haider, M. H. (2010). Role of Transformational and Transactional Leadership on Job Satisfaction and Career Satisfaction. *Business and Economic Horizons*, *1*(1). https://doi.org/10.15208/beh.2010.05

Shockley, K. M., Ureksoy, H., Rodopman, O. B., Poteat, L. F., & Dullaghan, T. R. (2016). Development of a new scale to measure subjective career success : A mixed-methods study. *Journal of Organizational Behavior*, *153*(August 2015), 128–153. https://doi.org/10.1002/job

Sullivan, S., & Baruch, Y. (2009). Advances in Career Theory and Research: A Critical Review and Agenda for Future Exploration. *Journal of Management*, *35*(6), 1542–1571. https://doi.org/10.1177/0149206309350082

Sultana, R., & Malik, O. F. (2019). Is Protean Career Attitude Beneficial for Both Employees and Organizations? Investigating the Mediating Effects of Knowing Career Competencies. *Frontiers in Psychology*, *10*(JUN). https://doi.org/10.3389/fpsyg.2019.01284

Valcour, M., & Ladge, J. (2008). Family and Career Path Characteristics As Predictors of Women's Objective and Subjective Career Success: Integrating Traditional and Protean Career Explanations. *Journal of Vocational Behavior*, *73*(2). https://doi.org/10.1016/j.jvb.2008.06.002

Volmer, J., & Spurk, D. (2010). Protean and Boundaryless Career Attitudes: Relationships With Subjective and Objective Career Success. *Journal for Labour Market Research*, *43*(3), 207–218. https://doi.org/10.1007/s12651-010-0037-3

Vos, A. De, & Soens, N. (2008). Soens N De Vos A, 'Protean Attitude and Career Success: The Mediating Role of Self-Management. *Journal of Vocational Behavior*, *73*(3), 449–456. https://doi.org/https://doi.org/10.1016/j.jvb.2008.08.007

W.H.Ng, T., & Feldman, D. C. (2014). Subjective Career Success: A Meta-analytic Review. *Journal of Vocational Behavior*, *85*(2), 169–179. https://doi.org/10.1016/j.jvb.2014.06.001