
The Influence of Psychological Capital and Career Competence on Career Success Mediated by Career Adaptation in the Regional Government Office of Aceh Besar District

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Abstract

This study aims to examine the effect of psychological capital and career competence on career success mediated by career adaptation at the Aceh Besar district government office, Indonesia. The population was employees at the 4 government offices in Aceh Besar district, namely Regional Secretariat Office, the Agriculture Office, the Financial Management Office, the Public Works and Spatial Planning Office, and the Education and Culture Office, totaling 3,319 civil servants. This research determined the proportional stratified random sampling technique as a method of sampling. While the determination of the sample was carried out using the Slovin formula so that a sample of 192 people was obtained. Data were collected by distributing questionnaires to all respondents which were measured using a Likert scale and tested using SEM AMOS. The results conclude that in the Aceh Besar district government, the variable of Psychological Capital, Career Competence, Career Adaptation, and Career Success of employees are good; Psychological Capital negatively influences Career Adaptation employee; Career Competence positively influences employee Career Adaptation; Psychological Capital does not affect Employee Career Success; Career competence does not affect Employee Career Success; Career Adaptation positively influences Employee Career Success; Psychological Capital negatively influences Career Success through Employee Career Adaptation as a full mediator; and Career Competence positively influences Career Success through Employee Career Adaptation as a full mediator. These results explain that the model of strengthening career success is a function of adjusting Psychological Capital, increasing Career Competence, and adjusting Career Adaptation.

Keywords: Psychological Capital, Career competence, Career Success, Career Adaptation.

1. Introduction

High organizational performance is highly expected, especially for the Regional Government of Aceh Besar District, Indonesia, which must be able to provide maximum service to all the people of Aceh Besar. Maximum organizational performance must of course be supported by the performance of its employees. If the work targets given by the organization can be completed properly, then the employee can be said to be successful in carrying out the tasks assigned to him. According to (Zacher, 2014) Employee career success apart from being able to meet organizational targets, is also due to the expectations of the employees themselves

being fulfilled. In other words, career success or employee career success is always measured from two aspects, namely the environmental aspect, in this case, the organizational target, and the individual aspect, namely the achievement of the employee's targets for his work results. Career success has long been a concern not only for individuals involved in careers but also for career researchers and practitioners in the field (Gunz & Heslin, 2005). The same thing is felt by employees who work in the Regional Government of Aceh Besar District.

Career success itself is influenced by several variables including career adaptation (Rudolph, Lavigne, & Zacher, 2017), Psychological Capital (Ngo, Foley, & Shuang, 2014), and Career Competencies (Safavi & Bouzari, 2019). If we look at the conditions of the variables of Career Success, Career Adaptation, Psychological Capital, and Career competence in the Regional Government of Aceh Besar District, they have not fully met the expectations described below.

Table 1. Ideal Conditions and Real Conditions that Happened in the District Government of Aceh Besar

No	Ideal Condition	Real Condition
1	Career Success	
	Career success is a combination of achieving a reasonable level of financial stability while doing a job you enjoy and then finding that you are also happy and satisfied with your life and career choices as well (Terina, 2020).	Career success is directly proportional to the structural position held, even though in reality there are many pressures faced by employees who are given the mandate for this position
2	Career Adaptation	
	Career adaptation refers to an individual's ability to adapt to change smoothly and maintain a balanced career role when facing their career role transition (D. Super & Knasel, 1981).	Sometimes career adaptation is difficult because mutation and promotion activities are not carried out based on the scientific or educational background of the employee concerned
3	Psychological Capital	
	Psychological capital refers to a set of resources that a person can use to help improve their performance at work and their success. (Gooty, Gavin, & Johnson, 2009).	Aceh Besar District Government employees are not sure if they have good capital to support their careers in the future
4	Career competence	
	Career competence is a skill, knowledge, or ability that enables good performance in a particular role. Most of these competencies are learned in the work environment and not through formal education (Mitrani, Dalziel, & Fitt, 1992).	The provisional assessment of Aceh Besar District Government employees, the competencies they have to support successful careers are also not satisfactory

Source: Field observation and preliminary survey (2022)

From the table above it can be seen that there is a gap between the ideal conditions and the reality that occurs in the field, even though in reality the Regional Government of Aceh Besar District has made various efforts to improve the competence of its employees to support their

career success. To improve the competence of their employees/civil servants (ASN), especially within the Regional Government of Aceh Besar District in 2019-2020 through the Aceh Besar District Human Resources Development Office (BKPSDM), various training agendas have been implemented which will include Leadership Training, ASN candidate Basic Training as well as various technical pieces of training that are organizational needs and ASN competency development.

Many previous studies have discussed one's career success in an organization such as research conducted by (Guan, Zhou, Ye, Jiang, & Zhou, 2015) which discusses organizational career management and career adaptability as predictors of success and turnover intention among Chinese employees. Then (Zacher, 2014) focuses on career adaptation, measuring career adaptability as a high-level construct that integrates employees' psychosocial resources to manage their career development.

Unlike previous research which examined how career adaptation is carried out by employees to respond to changes that exist in the organization, in this study the authors expanded to also include employee abilities in responding to changes not only that occur in the organization but also in the macro work environment which becomes an important part of adaptability in the workplace as suggested by (Rudolph et al., 2017).

2. Literature

Career Success

Career” is a descriptive term for an individual's work-life course and the changes that occur in this work-life course such as job changes, time of unemployment, relocation, promotion, time of further education, and so on (Colakoglu, 2011) ; (Kuijpers, Schyns, & Scheerens, 2006) and it is an evaluative term, meaning upward development, and moving up the career ladder. The next meaning of career refers to how individuals understand their job development (Akkermans & Tims, 2017). The combined term "career success" has been defined as the perceived accomplishments individuals have accumulated as a result of their work experiences (Amdurer, Boyatzis, Saatcioglu, Smith, & Taylor, 2014). The distinction between description and evaluation and between "real" and "perceived" achievement is the basis for distinguishing between "objective" and "subjective" career success (Vos, Hauw, & Heijden, 2011). Subjective career success, on the other hand, is determined by the individual's reaction to revealed career experiences. It is widely recognized that both components are important in career success research. They reflect social norms regarding career "success," and they are "objective" in the sense that they are socially shared. Finally, objective attainment such as salary or hierarchical status is a proxy for performance. However, this indicator is also criticized for several reasons. First, objective indicators of career success must be adapted to changing organizational and labor market conditions. Hierarchical careers with clear career steps and easily identifiable hierarchical positions are not the most frequently used model anymore and objective indicators such as status and promotion should be reconsidered. Second, salaries are adjusted differently as an objective indicator of success in different fields of work (Akkermans & Tims, 2017). This can be, for example, nearly non-negotiable in state jobs. Third, the salary depends on the employer. Performance of the same job may be paid differently by different employers. Fourth,

objective career success criteria have often been developed concerning high-potential employees such as professional managers.

Career Adaptation

The basis of career adaptation theory is the career construction theory of (Mark L Savickas, 1997). He proposed a perspective to understand career behavior, career choice, and career development. This theory is suitable to be applied in a multicultural community and global economy. According to (Bocciardi et al. 2017) Individuals who can complete their career development tasks well at each stage will achieve career maturity. The concept of career adaptability tries to simplify the life-span life-space theory of (Super, 1980) by using only one construct to explain in a simple but comprehensive manner regarding career development in children, adolescents, and adults. In addition, career adaptability is also an adjustment to unpredictable situations and conditions due to changes and working conditions (Guan et al., 2015). Another meaning is given by (Rudolph et al., 2017) who define career adaptability as a tendency in an individual's perspective that affects the ability to plan and adjust career planning changes, especially concerning events that cannot be predicted in advance. It can be said that career adaptability produces attitudes, beliefs, and competencies so that any adaptive behavior will strengthen and develop the individual's ability to adapt to any situation (Creed, Fallon, & Hood, 2009) ; (Haibo, Xiaoyu, Xiaoming, & Zhijin, 2017). Several longitudinal studies show that adolescents who have higher career adaptability in terms of decision-making, planning, exploration, or self-confidence will be more successful in dealing with vocational transitions (Zacher, 2014). Studies in America also indicate that career adaptability is a sign of achieving success in adolescents which is directly related to positive adolescent development (Haibo et al., 2017).

Career Competence

The definition of competence in public and private organizations is needed especially to answer the demands of the organization, where there are very rapid changes, the development of very complex and dynamic problems, and the uncertainty of the future in the order of people's lives (Safavi & Bouzari, 2019). Competence comes from the word competency which means skill, ability, and authority (Akkermans, Paradniké, Van der Heijden, & De Vos, 2018). Etymologically, competence is defined as a behavioral dimension of expertise or superiority of a leader or staff who has good skills, knowledge, and behavior. According to (Safavi & Bouzari, 2019) competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Competence explains what people do in the workplace at various levels and details the standards for each level identifies the characteristics, knowledge, and skills required by individuals to enable them to carry out their duties and responsibilities effectively to achieve professional quality standards at work and cover all aspects of the record performance management, specific skills, and knowledge, attitude, communication, application, and development (Beheshtifar, 2011).

Psychological Capital

Psychological capital or psychological capital has briefly been mentioned in various works on economics, investment, and sociology, but the term PsyCap in the field of positive psychology

tends to be new (Abbas & Raja, 2015). Specifically, focusing on strengths rather than weaknesses, health, and vitality, not disease and pathology. Psychological Capital is different from traditional economic capital, human capital, and social capital. Positive psychological capital emphasizes trust, hope, optimism, and resilience (Luthans, Youssef-Morgan, & Avolio, 2015). This psychological capital is about 'who you are', and more importantly, 'who you become'. Psychological capital is defined here as "a positive psychological state in an individual characterized by: 1) having the confidence to take and put in the effort necessary to succeed in a challenging task; 2) making positive attributions (optimism) about success now and in the future." forward; 3) diligently reach goals and if necessary, direct the path so that the goal (hope) is successful; and 4) when hit by problems and difficulties, defend and bounce back to achieve success (Luthans et al., 2015).

Model and Hypothesis

According to the problem and theories, This study used four variables consisting of Psychological Capital and Career Competence which are exogenous, meanwhile, Career Success was endogenous. In addition, Career Adaptation was an intervening variable between endogenous and exogenous variables. The relationship between endogenous variables and exogenous variables was not only supported by theoretical foundations but also strengthened by previous studies as previously described. Therefore, the paradigm was formulated as shown below.

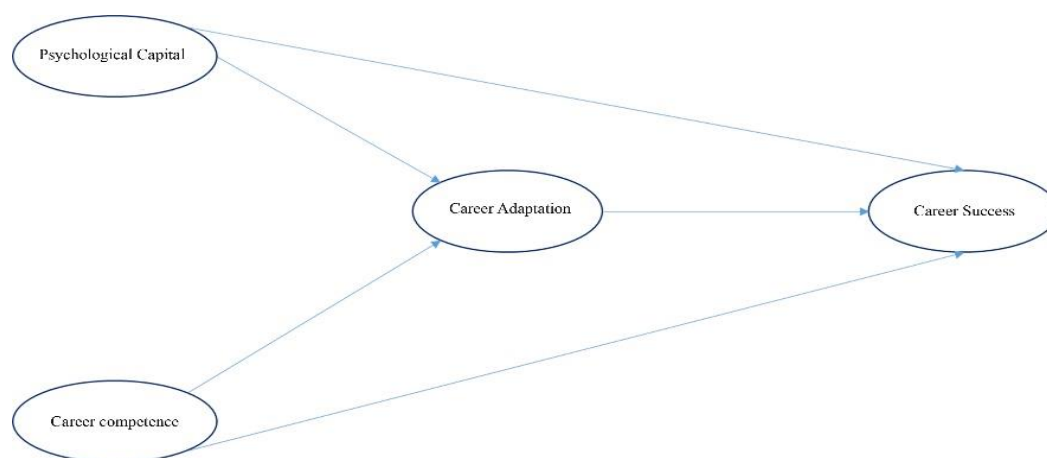


Figure 1. Research Paradigm

- H1. Psychological Capital, Career competence, Career Adaptation, and Career Success for employees in the Regional Government of Aceh Besar District have been good.
- H2. Psychological Capital influences Employee Career Adaptation in the Regional Government of Aceh Besar District.
- H3. Career competence influences Career Adaptation in the Regional Government of Aceh Besar District.
- H4. Psychological Capital influences career success in the Regional Government of Aceh Besar District.
- H5. Career competence influences Career Success in the Regional Government of Aceh Besar District.

H6. Career Adaptation influences Career Success in the Regional Government of Aceh Besar District.

H7. Psychological Capital influences Career Success through Career Adaptation in the Regional Government of Aceh Besar District.

H8. Career competence influences Career Success through Career Adaptation in the Regional Government of Aceh Besar District.

3. Method

The study was carried out at the Aceh Besar District Government Office represented by 5 (five) Government Offices there, namely the Regional Secretariat, the Agriculture Service, the Financial Management, the Public Works and Spatial Planning, and the Education and Culture. The object of research was the Psychological Capital, Career Competence, Career Adaptation, and Career Success of employees in the Regional Government of Aceh Besar District. The population was all employees at the Regional Secretariat, the Agriculture Office, the Financial Management Agency, the Public Works and Spatial Planning Office, and the Education and Culture Office of Aceh Besar District, totaling 3319 civil servants (ASN). The sample was determined using a proportional stratified random sampling technique as a method for sampling employees working at the Aceh Besar District Government Office. The minimum sample size was determined using the Slovin formula so that a sample of 192 people was obtained. The number of samples from each Office is as follows

Table 2. The proportion of Sample Based on Office

No.	Office Name	Population	Sample Proportion (people)
1.	Regional Secretariat	93	$\frac{93}{3319} \times 192 = 5$
2.	Agriculture	256	$\frac{256}{3319} \times 192 = 15$
3.	Financial Management	66	$\frac{66}{3319} \times 192 = 4$
4.	Public Works and Spatial Planning	184	$\frac{184}{3319} \times 192 = 11$
5.	Education and Culture	2720	$\frac{2720}{3319} \times 192 = 157$
Amount		3319	192

Image: Aceh Besar District Government Office, (2022)

In this study, data was collected by distributing research questionnaires to all respondents as measured using a Likert scale. For direct hypothesis testing, data were tested using the AMOS SEM statistical tool. For the indirect hypothesis, testing is done using a Sobel calculator. The measurement indicators are:

1. To measure career success using indicators as disclosed by (Abele, Spurk, & Volmer, 2011) namely a) salary level, b) position, c) pleasure in work, d) career satisfaction
2. To measure career adaptation using indicators as disclosed by (Porfeli & Savickas, 2012) namely a) target, b) awareness of choice, c) planning, d) concern for education, e) career goals, f) ambition

3. To measure psychological capital using indicators as disclosed by (Luthans et al., 2015) Namely a) self-confidence, b) hope, c) resilience, d) optimism
4. To measure career competence using indicators as disclosed by (Haibo et al., 2017) Namely a) knowledge, b) expertise, c) attitude, d) experience

4. Result

H1: Descriptive Hypothesis

Descriptive hypothesis testing was carried out to determine the condition of each variable in this study. Based on the respondents' perceptions, the values obtained are shown in Table 3 below.

Table 3. Respondents' Perceptions

Variable	Average	Cut Off	Information
Career Success	4.14	3.41	Good
Career Adaptation	3.90		Good
Psychological Capital	4.20		Good
Career competence	4.10		Good

Source: SPSS Output, 2022 (processed).

The table above explains all variables in this study have obtained a respondent's perception value greater than 3.41. The acquisition of these values proves that career success, career adaptation, psychological capital, and career competence have gone well at the Regional Secretariat Office, Agriculture Office, Financial Management Office, Public Works and Spatial Planning Office, and the Aceh Besar District Education & Culture Office. The test proves that the descriptive hypothesis test (H1) is accepted.

Direct Effect

The model test result is shown below.

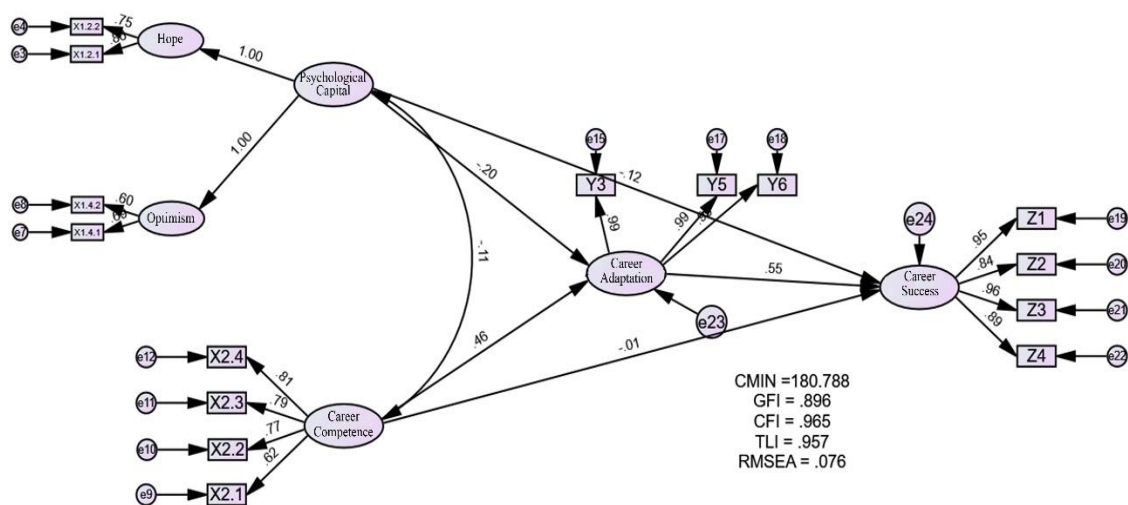


Figure 2. Structural Model

Based on the test results, the results obtained from direct hypothesis testing are presented below.

Table 4. Regression

			Estimate (Std)	Estimate (Unstd)	S.E.	C.R.	P	Label
Career Adaptation	<---	Psychological Capital	-.196	-.246	.089	-2.767	.006	par_10
Career Adaptation	<---	Career competence	.456	.768	.140	5.503	***	par_11
Career Success	<---	Career competence	-.006	-.007	.080	-.083	.934	par_12
Career Success	<---	Psychological Capital	-.121	-.095	.054	-1.780	.075	par_13
Career Success	<---	Career Adaptation	.547	.341	.046	7.353	***	par_14

Source: Processed Data (2022)

The table above describes the direct effect between psychological capital factors and career competence with career adaptation. The results prove hypotheses 2 and 3 where:

H2: Psychological Capital negatively affects Employee Career Adaptation significantly in the Regional Government of Aceh Besar District. Minus can be interpreted as the opposite direction where the psychological capital is strengthened, the lower the adjustment to career adaptation.

H3: Career Competence positively influences Employee Career Adaptation significantly in the Regional Government of Aceh Besar District

The output of the structural model also simultaneously explains the direct effect between psychological capital factors and career competence with career success. The research results prove that hypothesis 4 and hypothesis 5 of this study, where:

H4: Psychological capital does not affect employee career success significantly in the Regional Government of Aceh Besar District.

H5: Career competence does not affect Employee Career Success significantly at the Regional Government of Aceh Besar District

Furthermore, the results of the analysis reveal a significant influence of career adaptation on career success in the Regional Government of Aceh Besar District, so hypothesis 6 is accepted.

H6: Career Adaptation positively influences Employee Career Success significantly in the Regional Government of Aceh Besar District.

Indirect

H7: Testing the Psychological Capital role in Career Success Mediated by Career Adaptation

The test result of H8 in Aceh Besar District government employees is as follows.

Input:		Test statistic:	Std. Error:	p-value:
a	-0.196	Sobel test: -2.16542502	0.04951083	0.03035515
b	0.547	Aroian test: -2.15805976	0.04967981	0.03092319
s _a	0.089	Goodman test: -2.17286621	0.04934128	0.02979039
s _b	0.046	Reset all	Calculate	

Figure 3. H7 Mediation Test

From the indirect hypothesis testing the figure 3 above, the T statistic is $-2.165 < 1.96$ and $0.030 < 0.05$. These results indicate that testing hypothesis 7 is accepted where career adaptation mediates the psychological capital role in the career success of Aceh Besar District government employees or Ha7 is accepted and H07 is rejected. The results also explain that because Psychological Capital is unable to directly influence career success, career adaptation in H7 is a full mediator. The explanation of the minus direction shows that the higher the need for career adaptation as a mediator, the more it will weaken the variable of career success. The magnitude of the role of career adaptation in mediating the Psychological Capital role in Career Success is shown in the following figure.

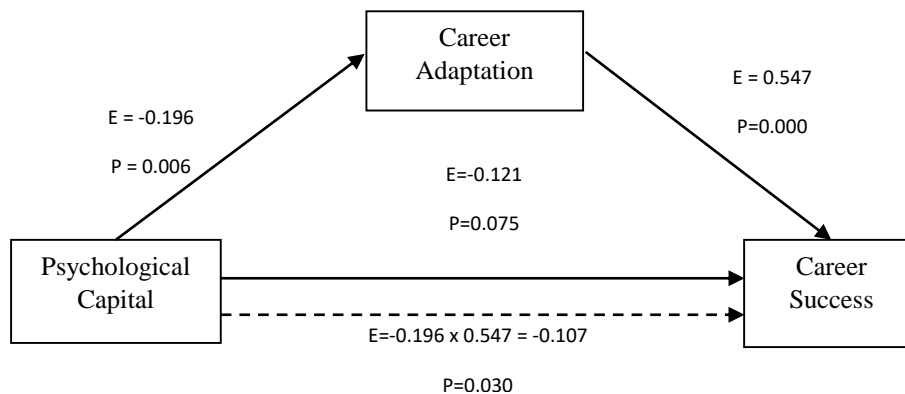


Figure 4. Hypothesis testing flowchart 7

The chart above shows that the career adaptation in mediating the Psychological Capital role in career success is 0.107 or 10, which means that increasing career adaptation will increase the Psychological Capital role in career success.

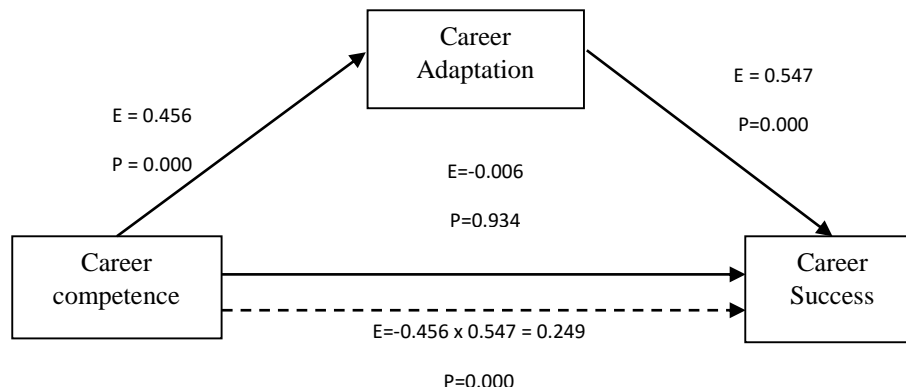
H8: Testing the Career competence role in Career Success Mediated by Career Adaptation

The career adaptation mediation test on the career competence role in career success is figured as follows:

Input:		Test statistic:	Std. Error:	p-value:
a	0.456	Sobel test: 3.14142882	0.07940081	0.00168126
b	0.547	Aroian test: 3.1311467	0.07966155	0.00174125
s _a	0.140	Goodman test: 3.15181291	0.07913922	0.0016226
s _b	0.046	Reset all	Calculate	

Figure 5. H8 Mediation Test

From the Sobel test shown above, the t-statistic is $3.141 > 1.96$ and $p\ 0.000 < 0.05$. These results indicate that adaptation mediates the career competence effect on the career success of employees in Aceh Besar District. This result can be interpreted that testing hypothesis 8 is accepted where H_{a8} is accepted and H_{08} is rejected. The results also explain that because career competence is not able to directly influence career success, career adaptation in H_8 is a full mediator. The magnitude of the career adaptation in mediating the career competence role in career success is shown in the following figure.



The chart above reveals the career adaptation in mediating the career competence role in career success is 0.249 or 24.9, which means that increasing career adaptation will increase the career competence role in career success.

5. Conclusion

The results concluded that in the Aceh Besar District Government, which is presented by the Office of Regional Secretariat, Agriculture, Financial Management, Public Works and Spatial Planning, and Education and Culture, the variable of Psychological Capital, Career Competence, Career Adaptation, and Career Success of employees are good; Psychological Capital negatively influences Career Adaptation employee; Career Competence positively influences employee Career Adaptation; Psychological Capital does not affect Employee Career Success; Career competence does not affect Employee Career Success; Career Adaptation positively influences Employee Career Success; Psychological Capital negatively influences Career Success through Employee Career Adaptation as a full mediator; and Career Competence positively influences Career Success through Employee Career Adaptation as a full mediator. These results explain that the model of strengthening career success is a function of adjusting Psychological Capital, increasing Career Competence, and adjusting Career Adaptation. This tested model can be used as a reference for further research and as a basis for the development of practical policies, especially the research subject, namely the Aceh Besar district government. The limitations of the research are on the variables in the model and the subject so that further researchers can develop it by adding other variables and a wider range of subjects or different subjects.

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