



RISEBA University College of Business, Arts and Technology

Anita Gaile

Interaction of personal career behaviours and
values of an individual and effect thereof on
subjective career success

Summary of the dissertation

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Dr. oec. prof. Ērika Šumilo

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THE DISSERTATION HAS BEEN PROPOSED AT *RISEBA* University College of Business, Arts and Technology TO PROMOTE FOR THE ACQUISITION OF THE DOCTORAL DEGREE IN MANAGEMENT SCIENCES

The dissertation has been developed at *RISEBA* University College of Business, Arts and Technology

The defence of the dissertation

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EXTERNAL REVIEWERS

Dr. admin. asoc. prof. Iveta Ludviga RiSEBA

Dr. oec., prof, Anda Batraga, Latvijas Universitāte

Dr. , prof., Peter Zetting, University of Turku

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I hereby confirm that I have developed this dissertation, which has been submitted for review to Promotion Council of RISEBA for the acquisition of a doctoral degree in business administration.

The dissertation has not been submitted to any other university for the acquisition of a scientific

degree.

Anita Gaile, 2019.

The dissertation has been written in Latvian, contains introduction, 3 parts, conclusions and suggestions, list of bibliographic references - a total of 239 pages and 7 annexes.

The list of bibliographic references contains 301 literature sources.

The dissertation and the summary thereof is accessible for review at the library of RISEBA, in Meža iela 3 and at the website www.riseba.lv

Provide your feedback on the dissertation: to Promotion Council of RISEBA, at RISEBA, Meža iela 3, Riga, LV-1048, Latvia. E-mail: anna.strazda@riseba.lv.

Fax: +371 67500252. Phone.: +371 67807234.

The dissertation was developed in Riga, *RISEBA* University College of Business, Arts and Technology in 2012 to 2019.

ABSTRACT

The dissertation *Interaction of personal career behaviours and values of an individual and effect thereof on subjective career success* was developed by Anita Gaile for the acquisition of a doctoral degree in management sciences in the time period from 2012 to 2019.

The objective of the dissertation is to develop a model of personal behaviours and assessments in the context of career development and to assess the influence of behaviours and personal values on subjective career success. Within the framework of the dissertation, the author analyses the development of career definition, the understanding of career concept in the context of an individual and an organisation, career management models, determines the characteristics and factors of successful career – career behaviours and personal values, which affect successful career.

The conceptual model of the dissertation was developed as a result of theoretical research, analysis of Latvian labour market and expert interviews. According to the model, the subjective career success is determined by work and career satisfaction. Job satisfaction of an individual is measured according to Drabe (Drabe et al., 2015) method, development of relations, behaviours and attitudes towards remuneration - according to Gattiker method (Gattiker, 1986), personal career behaviours - according to Savickas and Profelli 4C career flexibility model, satisfaction with career - according to Greenhouse (Greenhouse et al. 1990) and personal values - according to Schwartz's portrait value questionnaire PVQ-21.

The empirical study of the dissertation was conducted in Latvia, in May - June 2016 by verifying the developed theoretical model and determining the behaviours, attitudes and personal values of an individual that affect subjective career success. Methods of general data analysis, Spearman's correlation method, linear regression methods.

As a result of the dissertation research, it was established that attitudes, personal behaviours and values of an individual affect the subjective career success of an individual and differ in individuals with different social and demographic parameters and attributes of career success.

In Latvia, subjectively and objectively successful career is affected by efficient relations at work, attitude towards remuneration and confidence behaviours. Self-actualisation is the only value that directly and indirectly affects subjective career success. Conformism, achievement, versatility and self-stimulation affect the subjective success of the career indirectly.

The scope of the dissertation is 241 pages. 57 figures, 24 tables and 7 annexes have been included in the paper.

Substantiation of the dissertation theme, topicality and objective thereof.

As the society of knowledge-based economy develops, the concept of successful career, which includes the awareness of what a career is, as well as the awareness of the meaning of a successful career, is changing. The concept of industrial economy provides that the career, although it “belongs” to the individual, is managed by organisations, based on their needs and priorities. In knowledge economy, capital – knowledge – belongs to people, who maintain, develop and apply it, therefore, the need of an individual to assume the responsibility for the management of their career arises.

The interest in career studies in the scientific literature has rapidly increased since the nineties of the previous century (Lawrence, Hall and Arthur, 2015), following the 1980s, when, for the first time in the history of the world, people, who had been occupying top management positions and had been having good education, lost their jobs.

Along with the transfer of the responsibility for career management from organisations to individuals, the co-operation models of individuals and organisations change in terms of becoming more versatile and flexible. Work in changeable and uncertain environment, where organisations are no longer capable of providing long-term employment, people need to review the competences that they require to develop successful careers, by supplementing their professional abilities and skills with social competences that ensure efficient co-operation at the workplace, ability to present and “sell” oneself and the ability of each individual to take care of their employment themselves throughout their lives.

The topicality of the dissertation is determined by changes in the external environment, which affects the co-operation model of individuals and organisations by redefining their roles and responsibilities in provision of successful careers.

Object and Subject of the research

The object of the research are economically active population above 25 years of age, whose income exceed EUR 500 per month. The subject of the research is the interaction of personal behaviours and values, as well as their effect on work and career satisfaction.

The objective of the dissertation is to develop a model of personal behaviours and assessments in the context of career development and to assess the influence of behaviours and personal values on subjective career success.

To reach the objective, the following **tasks were set**:

- to analyse the existing theoretical and practical *career management* research, research on personal behaviours for the development of successful career, as well as the influence of personal values on work and career satisfaction;

- to analyse attributes of successful career by determining the most important subjective and objective parameters;

- to perform the analysis of active workforce by using the published and unpublished data of the Central Statistical Bureau;

- to perform the survey of economically active employees of Latvia and data processing by using the methods of correlation analysis and factor analysis;

- to determine action models of Latvian employees in different sample groups of the research by using the survey results in various data cross-sections;

- based on the results of the dissertation, to develop suggestions and directions of further research in the area of career management.

Limitations of the research:

The concept of career and career management in business administration theory is a comparatively new area and career research does not refer to any of traditional disciplines: labour psychology (Super, 1957), career development (Osipow, 1968) or sociology (Hughes, 1958 in Lawrence, Hall and Arthur, 2015).

An individual develops their career in particular social, economic and political environment in close co-operation with organisations that they are employed by or co-operate

with. The dissertation researches personal behaviours and values, excluding the context of organisations and general external environment, which, undoubtedly, matters and affects the capacity of an individual to reach the set career targets and to be satisfied with their work and career.

In the empirical part of the research, the participants performed self-assessment of their behaviours and values, which is a common approach in similar scientific studies, however, it, possibly, reflects the “desirable” instead of actual behaviour.

The results of the research refer to performers of knowledge-based work with the level of income that exceeds EUR 500 per month.

Innovation of the research

- A model of interaction of personal behaviours and values of an individual for the development of subjectively successful career nowadays.

- A model of co-operation of individuals and organisations has been developed.

- Attributes that determine subjectively successful career nowadays have been defined.

- A model of factors affecting successful career has been developed, by dividing them into five blocks – work, relationships, personal behaviours and attitudes, remuneration and career.

- For the first time in Latvia, behaviours and personal values of economically active population in the context of the development of a successful career have been determined by means of a questionnaire.

- Personal career behaviours and values have been determined in different groups of respondents, by defining the different and common trends of career behaviour.

- Recommendations for employees, employers and public opinion makers have been developed with the objective of promoting the efficiency of their co-operation and subjective career success of the individuals.

Theses set for the defence

1. Personal career attitudes, behaviours and values affect subjective career success.
2. Personal career attitudes, behaviours and values differ in different groups of individuals based on their sociodemographic characteristics.
3. Subjective career success is primarily affected by personal career attitudes.

4. Self-actualisation value of an individual directly affects subjective career success.
5. Personal values have indirect effect on subjective career success.
6. The model developed during the research can be used to assess personal behaviours and values of an individual in the context of career management.

Hypothesis of the dissertation

Career behaviours and values determine subjective career success of an individual and differ in different groups of individuals based on their sociodemographic characteristics.

in different groups of individuals based on their sociodemographic characteristics.

Structure of the dissertation

The present dissertation is an independent research study that consists of an introduction, three main parts,

which contain nine chapters, conclusions, recommendations, list of bibliographical references and annexes.

The scope of the dissertation is 239 pages. 57 figures, 30 tables and 7 annexes have been included in the paper.

INTRODUCTOIN

1.DEVELOPMENT OF CAREER MANAGEMENT MODELS IN THE CONTEXT OF INDIVIDUAL, ORGANISATION AND LABOUR MARKET

1.1. Career concept defined.

1.2. Interaction of individuals,organizations and society in the context of an indivdiual career.

1.2.1.Career management in organizational context.

1.2.2.Career management in individuals perspective

1.3.Career managemnt models

2. PREREQUISITES FOR THE DEVELOPMENT OF SUCCESSFUL CAREER NOWADAYS

2.1. Indications of career success in traditional and new career management models.

2.2. Factors influencing management of succesful career.

2.3.Process of empirical research.

2.3.1. Career managemEnt in the CONTEXT of Latvian labour market.

2.3.2. Expert opinion on prerequisites of career success in Latvia.

2.3.3. The developemnt of subjective career success model.

3.... EMPIRICAL STUDY OF MUTUAL INFLUENCE OF INDIVIDUAL CAREER BEHAVIOURS AND PERSONAL VALUES ON SUBJECTIVE CAREER SUCCESS

- 3.1. General results of the study of mutual influence of individual career behaviours and personal values on subjective career success and interpretation thereof
- 3.2. Results of the correlation analysis of individual career behaviours and personal values on subjective career success and interpretation thereof.
 - 3.2.1. Correlation analysis of individual career behaviours with subjective career success.
 - 3.2.2. Correlation analysis if individual values interaction with subjective career success .
- 3.3. Effect of individual career behaviours and personal values of an individual on subjective career success

CLOSURE

CONCLUSIONS AND SUGGESTIONS

BIBLIOGRAPHY

ACKNOWLEDGEMENTS

ATTACHEMENTS

Review of research methods used in the dissertation

The following methods have been used in the dissertation:

- 1) Quantitative method;
- 2) Qualitative method.

The data of the empirical study have been collected by using the method of questionnaire. The collection of empirical data was conducted in May and June 2016. 72 questions were included in the questionnaire, they were divided into 7 blocks:

- 1) Satisfaction with career - method used by Drabe et al. (2015), Colacoglu (2011)
- 2) Relations at the workplace – Gattiker (1986) method
- 3) Career behaviours – Savickas and Porfeli (2013) method
- 4) Attitudes to remuneration – Gattiker (1986) method
- 5) Satisfaction with career - Greenhouse (1999) method
- 6) Personal values – Schwartz (1992) method
- 7) Sociodemographic parameters

Statistical analysis methods have been used for the processing of research data – grouping, factor analysis, correlation analysis. MS Excel, SPSS 23.0 and Smart PLS computer software was used for summarising and processing of the quantitative project data.

Qualitative research data were obtained by conducting structured interviews with five experts of personnel recruitment sector.

Approbation

The findings, theses and results of the research have been published in multiple internationally reviewed scientific magazines, as well as several publications of international conferences in English.

1. Gaile A., Šumilo Ē. The contemporary career success factors – dynamics and classification // *New Challenges of Economic and Business Development – 2017, Proceedings, Rīga, 2017, pp. 204 - 214*
2. Gaile A. Behaviours and individual values impact on career success: Latvia case// *5th International Scientific Conference Entrepreneurship, Innovation and Regional Development - EIRD 2017 Smart Growth of the Local Community in the Global World PROCEEDINGS, pp. 4-16, ISBN- 978-9984-648-78-1*
3. Gaile A., Šumilo Ē. The Global Perspective of Employment Relations Development: Organisational Structure and Environment, Individual Behaviour, Organisational-Individual Relationship and Career Attitudes// *Economic Review - Scientific Journal of the University of Economics in Bratislava - No. 45 1/2016, pp. 31-45*
4. Gaile A., Šumilo Ē. The Needs That Individuals and Organizations Seek to Fulfil by Contemporary Employment Agreements: The Case of Latvia// *Management of Organizations: Systematic Research – 2015, No 74, pp. 55-65.*
5. Gaile A. A theoretical review of self-employed status – forming, maintaining and completing// *Journal of Business Management – 2014, No. 8, pp. 175 -183.*
6. Gaile A. Developing culture of learning through corporate values of organization// *Management Theory and Practice: Synergy un Organisations in proceeding of VI International conference 2013, Tartu, Estonia, pp. 197-219*
7. Gaile A. External factors facilitating development of the learning organization culture// *Journal of Business Management – 2013, No. 7, pp. 130-140.*

The findings, these and results of the research have been presented and discussed at several Latvian and international scientific conferences:

1. Gaile A. Entrepreneurial mindset development in organizations throughout the individual values frameworks, *ISSWOV (International Society for the Study of Work and Organizational Values) Trieste 2018*, July 1-4, 2018, Trieste , Italy, presentation
2. Gaile A. Behaviours and individual values leading to positive career outcomes: Latvia case, *Entrepreneurship Innovation and Regional Development” 5th international conference*, June 29-30; 2017, Ventspils, Latvia presentation.
3. Gaile A., Šumilo Ē. The contemporary career success factors – dynamics and classification, *New Challenges of Economic and Business Development – 2017*, May 18-20, 2017, Rīga, presentation “
4. Gaile A., Šumilo Ē. High level professionals’ career dynamics and patterns: individual values and career success, *Knowledge, innovation and technology across borders*, Tallinn, June 27-28, 2016, presentation “”.
5. Gaile A. Contemporary employment deal – expected value for organization and individual, 13th International Scientific Conference *Management Horizons in Changing Economic Environment: Visions and Challenges*, September 24-26, 2015, Kaunas, Lithuania, presentation
6. Gaile A., Aljena A., Novika L. Mastermind alliance – a problem solving tool for entrepreneurs .*14th Biennial Conference 2014 for the International Society for the Study of Work and Organizational Values*, June 29 – July 2, 2015, Riga, Latvia, poster presentation.
7. Gaile A. A theoretical review of self-employed status – forming, maintaining and completing, The 7th Annual International Scientific Conference ***Business and Uncertainty: Challenges for Emerging Markets April 24 -25,2014***, in cooperation with Ventspils University College and BA School of Business and Finance, presentation.
8. Gaile A. External factors facilitating development of the learning organization culture *The 6th Annual International Scientific Conference “Business and Uncertainty: Challenges for Emerging Markets, April 25-27, 2013*, BA School of Business and in cooperation with Ventspils University College and **RISEBA** (Riga International School of Economics and Business administration), Riga, Latvia, presentation
9. Gaile A. Developing culture of learning through corporate values of organization. *Management Theory and Practice: Synergy and Organisations VI International conference*, April 11 -12, 2013, Tartu, Estonia. presentation.

Participation in scientific projects:

Project *Euro-faculty Pskov, 2nd Stage Project* researcher from Latvia. Participants: University of Turku, University of Tartu, Pskov State University, Roskilde University, University of Trondheim, Stockholm School of Economics in Russia, University of Latvia. Funded by – Council of the Baltic Sea States. 2012-2016. Amount of funding: EUR 700,000.

The author has published articles on the topic of career management in the Personnel management manual published by Dienas Bizness publishing house and in social networks.

PRINCIPAL FINDINGS

1. DEVELOPMENT OF CAREER MANAGEMENT MODELS IN THE CONTEXT OF INDIVIDUAL, ORGANISATION AND LABOUR MARKET

There are 40 pages, 9 figures and 4 tables in the 1st chapter

Career can be defined as continuity of jobs, continuity of roles (Super 1980), work experiences of a person during their life (Arthur et al 2015), ability to be employed (DeVos and Gielen, 2014, 14 in Lawrence et al., 2015), social exchange experience (Tornikoski, 2011 in Suutaru et al., 2012) or development of mental models of career (Staggers, Norcio, 1992). Considering previous theoretic career definitions used in scientific literature to date, the author offers the following definition of career within the context of this dissertation:

Career is a lifelong process, whereby a person develops their professional identity by constantly interacting with other people and organisations.

Career and career management is equally important for organisations and individuals. Ornstein and Isabella (1993) express the opinion that “career sheds light on relations and interaction between a person and organisation, economic trends and attitude at the workplace” (Ornstein and Isabella, 1993). This conforms to individual-environment compatibility theory, which states that behaviour of an individual is the interaction of the personality of the individual with the conditions of external environment (Endler and Magnusson, 1976).

In terms of psychology, the dissertation continues social exchange theory, which is one of the dominant theories focusing at employer - employee relations (Shore, Shapirio, 2003 in Suutari, 2012), as well as cognitively behavioural theory model, which states that the reached results are determined by action of an individual, which is, in turn, based on personal emotions, attitude, values and assumptions of an individual.

Upon the analysis of organisation behaviour, the author uses organisational culture model developed by Schein, which states that organisational behaviour is determined by organisation values and basic assumptions.

By uniting the social exchange and cognitively behavioural theories and Stein’s organisational culture model the author has developed such model of individual and organisation interaction.

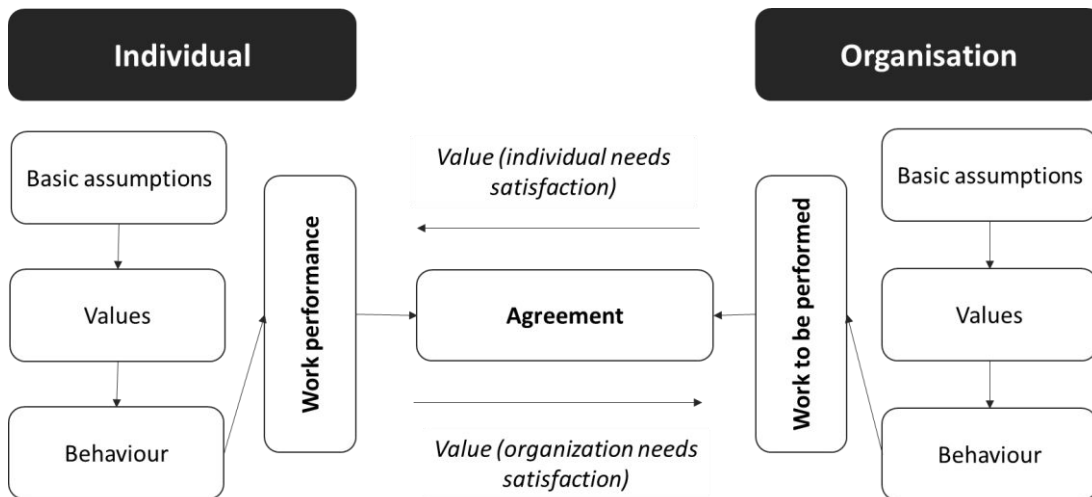


Figure 1. Model of co-operation between an individual and an organisation
 Source: developed by the author.

Individual and organizational co-operation model predicts that the individual and organizational behaviors create the results, according to the agreement between them. The behaviors are determined by the values and basic assumptions about the situation in the external environment.

Organisation context

When studying career in the context of an organisation, the principal assumption is that career management is the responsibility of an organisation (Adamson et al., 1998), therefore the continuity planning at an organisation and development of management talent is emphasized (Spencer, Spencer, 1993, Chambers, 1998, Suintiva, 2011, Detuncq, 2013, Schmidt, 2013).

Knowledge economy creates the situation where high qualified individuals use organisations as tools to pursue their own personal goals. That changes the basic assumptions of co-operation between organisations and individuals and creates circumstances for individuals to be fully responsible for their career management.

The development of career models in an organisational perspective must also be viewed historically, in order to understand the operation principles of an organisation that determine the desired behaviour of individuals and relations that are developing between individuals and organisations (See Table 1.).

Table 1.

Dynamics of organisations, estimated personal behaviours and career models

Time period	1950–1960	1970–1980	1990–2010	2000–
Organisation structure	Linear hierarchical	Matrices	Network	Virtual
Description of the organisation	Organisation as a machine Hierarchical, unchangeable Internal processes oriented Mass manufacturing Routine work Full time employees Direct supervision Control, predictability Finding one best solution Avoiding uncertainty	Organisation as an open system Decentralised People oriented Suitable for customers Team work Flexible work environment On-site problem solving Emphasis on quality, customer service Extraordinary access Managing uncertainty	Organisation as a flexible instrument Action, not form, is important Efficient and innovative Time to market Company units Networks, subcontractors Rules do not matter Emphasis on changes, quick decisions Response Detecting uncertainty	Organisation as a tool Division of risks, costs and benefits for promotion in global markets Meaning Short-term Innovations
Internal environment of the organisation	Stable	Changeable	Highly changeable	Indefinite
Competences and attitude of the individual	Full time work Complete compliance with rules Routine work Forecasted income Discipline Interests of the individual are subject to interests of organisation Equality	Communication skills Flexibility Competitive individualism Short-term vision	Identity (self-realisation) Mobility Openness to new Adaptability	Mutual interaction Trust Communication Co-ordination
Description of individual's behaviour	Resolve	Flexibility	Adaptability	Mobility
Character of labour relations	Organisation oriented	Organisation individual	Individual organisation	Individual
Career model	Traditional	Flexible careers	Boundaryless careers	Career as entrepreneurship

Source: developed by the author, based on C. C. Dibrell, & T. R. Miller, 2002, Organization Design: The Continuing Influence of Information Technology, Management Decision, Vol. 40, Iss. 6, p. 620–627. and V. K. N Narayanan and R. N. Rath, 1993, Organization Theory: A Strategic Approach, Richard D. Irwin, Homewood, IL.

Initially organisations were established on linear - hierarchic principles, based on the scientific management principles of F. Taylor and bureaucracy theory of M. Webber, emphasizing formal rationalism. As information transfer systems developed, matrix type organisational structures developed at organisations, where one employee may have 2 or even 3 managers. Raising the efficiency of customer servicing served as a pre-requisite for the development of matrix-type organisations, which reduced the product time to customer and improved product quality. Project management systems developed as the response to the demand of customers for quick delivery of goods and services. Project management systems are characterised by short durability and changeable co-operation conditions. Virtual organisations are established with the purpose of short-term co-operation of individuals to implement high-risk business projects. Work in a virtual system is not regulated in any way and is based on mutual trust of the involved individuals. To ensure success in such type of organisation, the individual must be a high-level professional with high level of risk tolerance.

To develop a successful career and ensure conditions for the development of successful career, individuals and organisations must know what the existing types of organisation structure are, how they affect behaviour of organisation and individual, what models dominate different structural units of organisations.

Context of an individual

In terms of human capital theory – the ones, who invest more time in their human capital, more energy and money in training, education and experience, will reap benefit from this investment. These investments must result in higher gains from external environment, for instance, by receiving higher remuneration. Research conducted to date shows that investment in formal education positively correlates with pay rise and progression along career ladder (Maurer, 2013). Thus, the role and responsibility of individual in the development of their career must be realised, which is the objective of this dissertation.

In the context of individual, career may be analysed from different perspectives:

- 1) Phases of career development during a human life (Super, Nicholson, West, 1989, Schein, 1978, Sullivan, 1999).
- 2) Individual career focus (Schein, 1978, Briscoe et al., 2006).

- 3) Career as professional identity (Gini, 2000 in Tan, Kramer, 2012; Weber, Ladkin, 2011)
- 4) Career as entrepreneurship (Korotov et al., 2011).
- 5) Competences of career management and development (Kuijper, Scheeren, 2006; Kong, 2010, Smythe et al., 2012).

There are 4 different career models nowadays, based on people's competences, behaviour models that a person prefers, as well as opportunities in the external environment. These models directly are directly derived from power relations between a person and organisation:

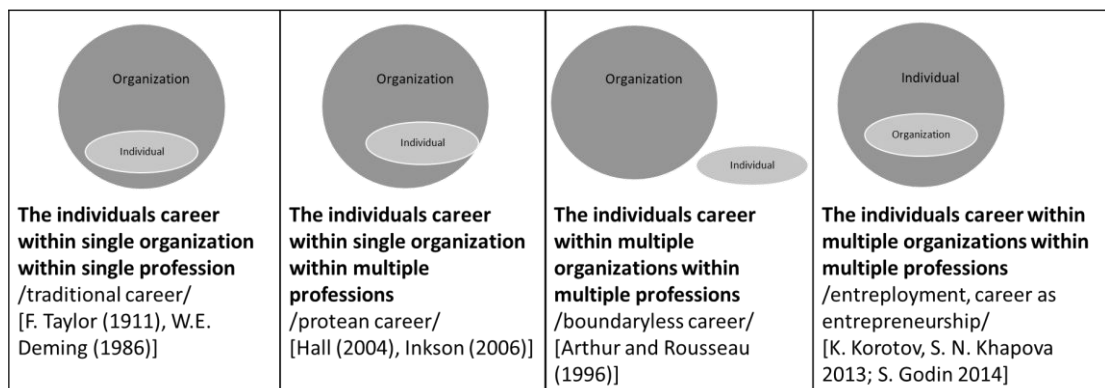


Figure 2. Career models dynamic within the context of individual and organizational co-operation

Source: developed by Author based on literature research

The traditional career model is characterised by the a monopolistic organisation who is the only possible employer. Protean career model suggests organisations compete for the opportunity of using the work of a particular person, and the person can choose their work content and employer in accordance with their personal value model. Boundaryless career model states that people develop careers independently of organisations, by making career choices in accordance with their current life situation, i.e. the leading role is played by a person. Career as entrepreneurship activity model views individuals and organisation to operate as equivalent partners.

Thus, a conclusion can be made that, since different career models exist concomitantly (Baruch, 2006), organisations, as well as individuals must, firstly, be aware which career model best ensures satisfaction of mutual needs and is possible in the particular economic environment and, secondly, adapt their behaviour and action to reach the best possible result

for both sides. In organisational context this means profit and sustainability, in individual context – a successful career.

2. PRE-REQUISITES FOR THE DEVELOPMENT OF SUCCESSFUL CAREER NOWADAYS.

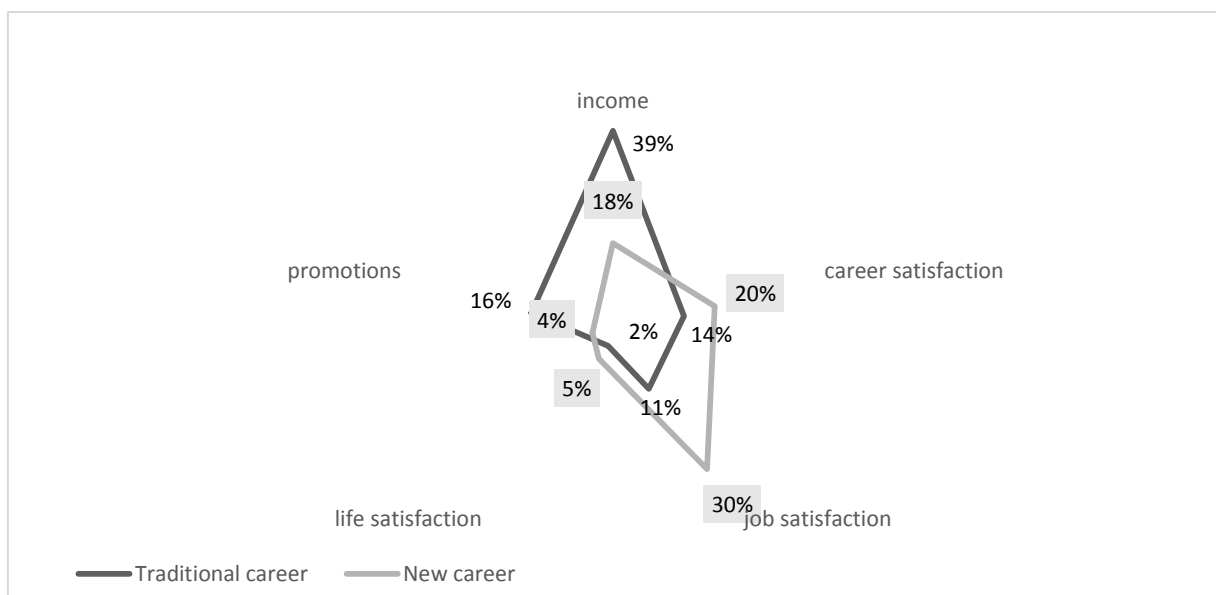
There are 56 pages, 14 figures, and 9 table in the 2nd chapter

Attributes of a successful career are:

- 1) Objectively measurable value – remuneration, occupied position, status, etc. (Restubog, 2011, Adamson et al., 1998).
- 2) Subjectively perceived value – work and career satisfaction, satisfaction with life, work-life balance (Schwormal et al., 2017, Ng, Feldman, 2014, Hall, 1976).
- 3) Interaction of subjective and objective values (Converse, 2014, Arthur et al., 2005, Abele et al., 2014).

A trend of applying objective facts, as well as subjective perception in situations, where career achievement is discussed, has been gaining strength lately (for instance, Arthur et al., 2005, Stumpf 2015, Restubog, 2011).

Analysis of five most important attributes of career (income, promotion to a higher position, career satisfaction, promotions and life satisfaction), enabled the author to conclude that the importance of objective attributes has declined – income from 39% to 18% and promotions from 16% to 4%, while the importance of subjective attributes has increased – job satisfaction from 11% to 30% and career satisfaction from 14% to 20%.



satisfaction from 11% to 30% and career satisfaction from 14% to 20% (See Figure 3).

Figure 3. Ratio of career achievement attributes
Source: developed by the author, based on the theoretical research

The summarising of career achievement attributes and dynamic changes thereof within the framework of this promotion paper have allowed the author to define job satisfaction and career satisfaction as the most important attributes of career (See Figure 4), as well as the level of income, assuming that individuals with income that exceeds average work salary in the country, who are satisfied with work and career, have successful careers.

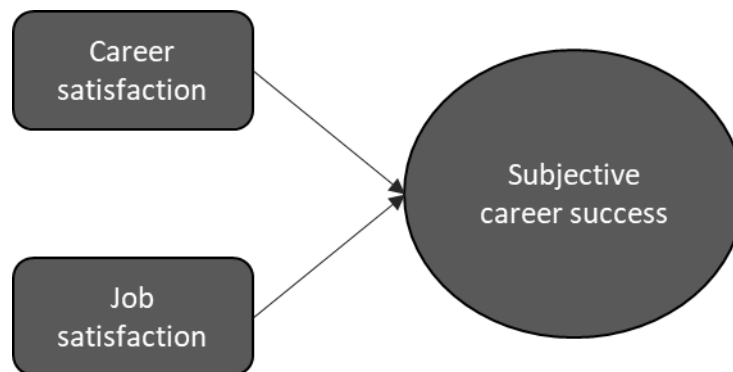


Figure 4. Attributes of subjectively successful career
Source: developed by the author, based on the theoretical review

According to literature data, job satisfaction and career satisfaction are considered to be two separate concepts. Job satisfaction is emotional orientation of an individual towards work and assessment of work perception (Greenhaus, Callanan, 2006, p. 436). Job satisfaction is associated with particular job that a person does at a particular time. Career satisfaction requires a retrogressive outlook on one's progress and development during the entire professional life (Greenhaus, Callanan, 2006, p. 142). Career satisfaction refers to a process that an individual has experienced during their professional life, while job satisfaction illustrates individual's perceptions of satisfaction with the results of their professional efforts.

Factors that affect career success

Factors that directly positively affect career success are, for instance, employment, adaptive individual resources, functional mobility, self-assessment, career optimism,

professional vitality, professional status of parents, education, overall carer history, career planning, psychological mobility, self-efficacy, history of past promotions, passion for work, history of past pay raises. Career success is indirectly positively affected by contact forming and maintaining behaviours, career competences, boundaryless career attitude, career flexibility, work performance, awareness of the calling of the life, narcissism, mobility in the past.

The objective factors that are simultaneously considered to be an attribute of career achievement – level of income, management level in the management system of an organisation, etc. determine further career achievements. Firstly, by creating higher individual's expectations regarding further achievement and by providing additional (more) resources for the reaching of further achievements. Secondly, within the context of subjective career success, it is not the objective fact itself that has the decisive role, it is rather the attitude of individual towards it. Abele and Spurk (2009) proved that individual's subjective perceptions of career success serve as a reason for exerting more effort by the person in the future.

The versatility and complexity of career achievement concept requires to view the career achievement not only in terms of the particular factor, but in terms of different points of view on career achievement, for instance, life, financial, personal work effort. There are several authors, who already have emphasized dimensions of career achievement (Driers et al., 2008, Zhou et al., 2012, Poona, 2015, Shockley et al., 2015), based on which, Author developed her own classification of factors determining career success – work, relationship in the workplace, individual behaviors, remuneration and career.

Category “work” includes all factors that characterise work or individual's attitude to work, for instance, job satisfaction, significance of work, etc.

“Relations” category includes factors that point to interaction between individual and external social environment or result thereof, for instance, relations with colleagues, social status, etc.

“Individual's behaviours and attitudes” define successful career development behaviour – they are competences and behaviours in the context of career management. The author, in her dissertation, continues the research of Savickas and Porfeli (2013), which introduced career adaptability index, by compromising behaviours of both types through control (degree to which a person is responsible for their career), concern (behaviours of a

person aimed at ensuring future employment), curiosity (the desire of a person to study the news in the area and in the economy) and assurance (a committed assurance of a person to become a value in current employment).

“Remuneration” is a group of factors that point to remuneration that a person receives for their work.

“Career” includes factors that point to individual’s attitude and behaviour.

The career satisfaction and job satisfaction within these thesis are viewed as the attributes of career success, so Author defines that the factors influencing the career success are – perception of relationship in the workplace, career adapt- ability behaviours and attitude towards remuneration.

Individual values

The research on the effect of individual values on career success is based on self determination theory, which states that “general universal links between specific values and well being” exist, and which several researchers studying the effect of individual values on general well-being refer to in their studies (Bobowik et al., 2011, Bilbao, Techio, Paez, 2007, Sagiv et al., 2004, Sorthaix, 2014).

Individual values are highly affected by the external environment. Sagiv and Schwartz, in their research, defined that not only individual values affect well-being, but environment determines the level of well-being as well (Sagiv, Schwartz, 1992). Dawlabani (2013) in his research defines the societal values dynamics in perspective of economic development. Sorthaix (2014) put forward a hypothesis that, if the external environment prevents a person from exercising their values, the level of their well-being is likely to be low (Sorthaix, 2014).

One of the first, who developed the theory of the effect of values on behaviours and attitudes in the context of business administration was Rokeach (1968). He developed a system with 18 end (resulting) values and 18 instrumental (action) values. Hofstede (1994) introduced practical context of individual values at the workplace. The objective of Hofstede’s cultural dimensions theory was to create a concept for efficient intercultural communication, by defining how national culture affects individual values and how these values determine behaviour of an individual. The theory of basic human values, developed by Schwartz, in contrast from Hofstede’s theory, focuses on values that are universal for all

people worldwide. Schwartz identifies four value categories: self-development, openness to change, conservatism and spiritual values, by defining 10 basic values: achievement, power, security, conformism, traditions, hedonism, self-actualisation, self-stimulation, universality and favourability.

Considering the aforementioned individual value research theories, the author used Schwartz's value system for this research, based on the following assumptions: (1) research subject is individual, not organisation; (2) considering globalisation trends, it is important to define universal values to ensure that data are easily comparable; (3) it is a simple method of evaluating individual values.

Within the framework of career context, the individual applies behaviour to reach success. The success depends on the level, the behaviours on which conform with the environment. In accordance with Davis (2005) model, the behaviour is previously determined by individual's values, which allow the author to introduce such successful career management model (Figure 5.).

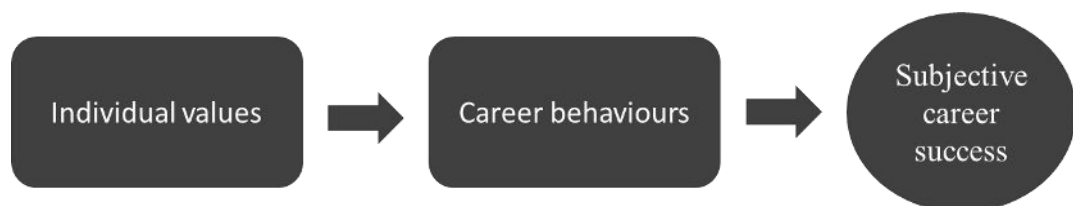


Figure 5. Successful career management model

Source: developed by the author based on the analysis of theoretical literature.

Successful career is mutually dependent on individual's behaviour and dictated by individual values and external environment. This understanding limits the research for behaviours and individual values in the context of state, ethnic origin and/or economy.

Procedure of the empiric study

To reach the set objective of the research and to enable the development of individual action and value interaction model in the context of career development, according to which the effect of individual behaviours and individuals values on subjective career success can be assessed, the Author conducted an empirical research, which consisted of the following phases:

- 1) Socioeconomic characterisation of Latvian labour market;

- 2) meetings with the leading experts of Latvia specialising in the selection of top-level managers and specialists;
- 3) development of the research questionnaire, distribution thereof and the processing of the collected data.

Characterisation of Latvia's economically active population

The career management history in Latvia is rather unique as after the collapse of the Soviet Union in 1990-ties, the industrial economy stopped functioning. It required huge effort for people to adapt to the capitalism driven labour market. It was easier for those who just entered the labour market, having no experience of work relationship before, and knowing in English language to the level enough to make their careers withing Western companies, who opened their businesses here.

The career growth for those people were rather automatic along with overall economic growth of the country. The situation in external environment led many in rather young age to become high-level managers. The financial market crises of 2008 intruded the pattern, and many not just lost jobs, but also those who kept, had to review their career attitudes and behaviours.

The author developed the socioeconomic characterisation of Latvian labour market based on secondary data that were obtained from Latvian Central Statistical Bureau, as well as by using EUROSTAT, OECD published statistical data. Conditions of external environment are the ones that define individual behaviours in career context and develop individual values.

In accordance with the data of 2015, there are 896,100 employed people in Latvia. Most of them or 39% receive their income in the form of work remuneration, 4% receive their income from private practices or entrepreneurial activity.

87% of Latvia's economically active population are employees, 7.8% are self employed, 4% are employers (owners) and 1% work unremunerated works in a family businesses/private practices or agricultural farms. Since 2013, most of the economically active population of Latvia fall within the age group from 25 to 34 years of age.

A trend of an increase in the proportion of self-employed people and entrepreneurs is observed in the countries of the Western Europe and the USA, Latvia is characterised by increase in the proportion of specialists and senior specialists.

The education level of Latvia's economically active population is comparatively high – 35% of them have higher education, which is one of the highest indicators in Europe.

Job satisfaction and carer satisfaction are important components of life satisfaction (Eurostat). The research conducted by OECD shows that life satisfaction in Latvia is comparatively low: -2 points, compared to 0 points, which is the average figure of OECD.

Expert opinion

To receive an overall insight in the situation on Latvian labour market and pre-requisites of successful career, the author interviewed representatives of companies recruiting top level managing personnel:

- 1) Evita Lune, SIA *Pedersen and Partners*
- 2) Viesturs Lieģis, SIA *Executive Search Baltics*
- 3) Agata Anča, SIA *Talentor Latvija*
- 4) Olga Dzene, SIA *Fontes*
- 5) Kaspars Kotāns, SIA *CV-online*

The particular personnel recruiting companies were selected based on their long-term professional experience of recruiting highly qualified specialists and managers for the labour market of Latvia. They are the most popular personnel recruitment service provider companies in Latvia.

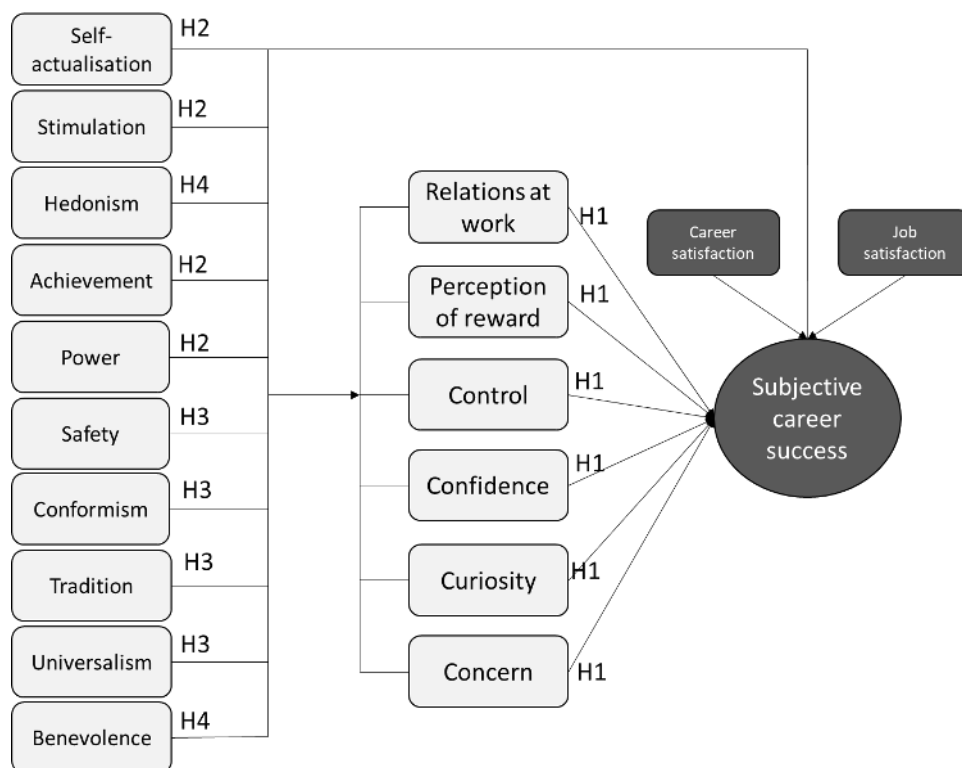
Expert interviews outlined the overall situation in the labour market of Latvia as regards the development of career, expectations of employers and personality profiles of successful candidates.

After interviews with 5 experts of the sector, the author established that, according to the opinion of the experts, subjective career success is to a considerable degree affected by confidence behaviours and care for career. Experts emphasized the importance of achievement, power and self-stimulation values, while achieving career success.

Expert interview results were used for the finalisation of individual action and value interaction model in the context of career development and for the defining of subordinate hypotheses regarding the influence of various behaviours of an individual and personal values on subjective career success as well as for the defining of questions of the survey.

Development of a model of subjectively successful career development

The summary of the results of previously conducted research, the author set the following hypotheses for the dissertation, as visually reflected in Figure 5.



5. Figure. Conceptual model of the interaction of career behaviours and individual values and effect thereof on subjective career success. Source: developed by the author based on theoretical research.

H₁– relations at the workplace, attitude towards remuneration, control over career, confidence in career, care for career and interest in career positively affect subjective career success.

H₂ – self-actualisation, stimulation, hedonism and achievement values positively affect the subjective career success.

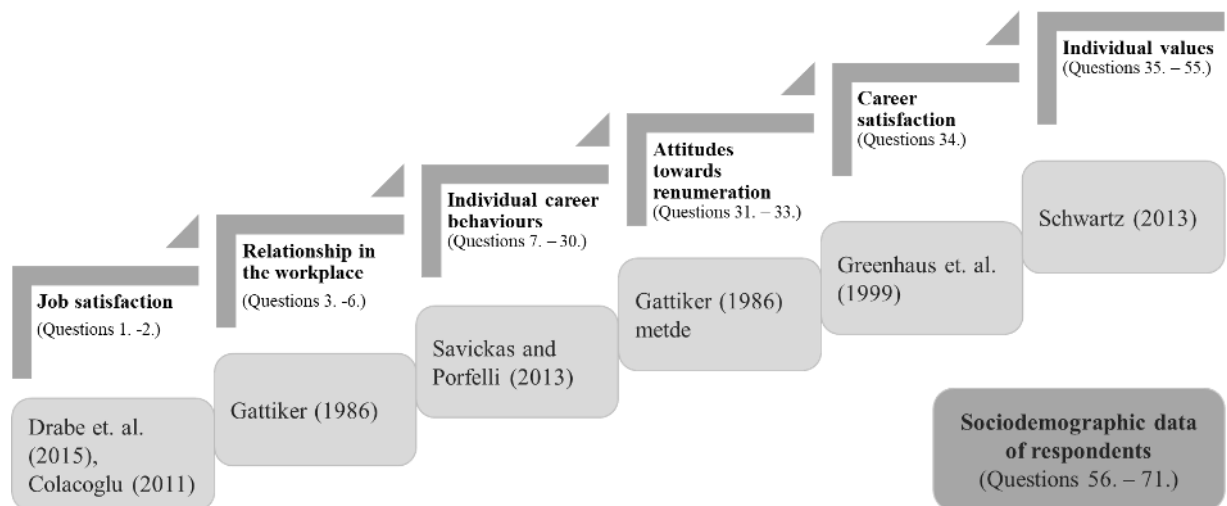
H₃– safety, conformism and tradition values negatively affect subjective career success.

H₄ – power, universalism and favourability values do not have influence on subjective career success.

3. EMPIRICAL STUDY OF MUTUAL INFLUENCE OF INDIVIDUAL CAREER BEHAVIOURS AND PERSONAL VALUES ON SUBJECTIVE CAREER SUCCESS

There are 84 pages, 34 figures and 17 tables in the 3rd chapter

Based on the theoretical research and interviews with experts, Author developed the



questionnaire consisting of 71 question (see. Figure 6)

Figure 6. Structure of questionnaire.

Source: Developed by Author based on literature review and interviews with experts.

The empirical research was conducted from May 1, 2016 to June 3, 2016. There were 693 filled questionnaires received, out of them 473 were verified to be valid. For the calculations 425 responses were used as only respondents with the salary more than 500 EUR per month were accepted. The sample is sufficient to refer to the general sample of the study assuming that the margin of error is 5%, reliability level 95% and normal distribution – 50%.

The obtained research results were analysed by the author by using Excel, SPSS 23.0 and Smart PLS data processing systems. Descriptive statistical calculations to obtain an overall insight into the results were performed first. The objective of the overall review of the study results was to determine, which behaviours, behaviours and attitudes are valued higher among the respondents and, consequently, could be more common, and which personal values prevail in different groups of respondents.

Six different career success groups were developed by coding the subjective and objective career success factor:

- 1) respondents with an objectively successful career and higher than average income level in their sector – 317 respondents (hereinafter referred to as OVK);
- 2) respondents with an objectively unsuccessful career and lower than average income level in their sector – 108 respondents (hereinafter referred to as ONK);
- 3) respondents, who have rated their job satisfaction and career satisfaction from 0 to 4 points and who have a career that has to be assumed subjectively unsuccessful - 38 respondents (hereinafter referred to as SNK);
- 4) respondents, who have rated their job satisfaction and career satisfaction with 6 to 10 points and who have a career that has to be assumed subjectively successful - 330 respondents (hereinafter referred to as SVK);
- 5) subjectively and objectively successful career, includes 154 respondents with higher than average income level in the sector, where they are employed, who have rated their work and career satisfaction with 8 to 10 points on a 0 - 10 point scale (hereinafter referred to as SOVK);
- 6) subjectively and objectively un unsuccessful career, includes 12 respondents with lower than average income level in their sector, who have rated their work and career satisfaction with 0 to 5 points on a 0 - 10 point scale (hereinafter referred to as SON
- 7) K);

To establish the career behaviours and individual values leading to subjective career success, Author focuses on the group of respondents with subjectively and objectively successful careers, using the results of other groups for comparison.

Sociodemographic characterisation of the respondents

The average age of respondents is 37, females 68%, males – 32%, 92.2% of the respondents have higher education; 10.6% - entrepreneurs, 6.1% self-employed.

Out of the total number of the respondents, 23.3% are managers, 31.5% – medium/lower level managers, 37.6% – specialists and 5.9% – employees. 45% of the respondents work for a large company (more than 249 employees), 23% – medium company (50–249 employees), while 32% – small company (1–49 employees). The distribution in the subjectively and objectively successful sample group and subjectively and objectively unsuccessful sample group is similar – 67.5% and 66.7% are married and 32.5% and 33.3% are not married, respectively. A large share of the respondents (40.7%) do not have dependants, 22.8% have one dependant, 22.6% have 2 dependants and 12.5% have 3 dependants

The second parameter that the author researched in the context of successful career and family is – the proportion of respondent's income in the total budget of the family (See figure 40.). The most of respondents in the group of subjectively and objectively successful careers were the respondents with the income amounting to 51 - 70% of total family income. 41.7% of respondents in subjectively and objectively unsuccessful career group replied that their income amounts to 30 - 39% of the total family budget. This leads to the conclusion that career success is closely related to mutual comparison of income, this time - within the family.

The parameter of subjectively successful career WSCS consists of the sum of two parameters - job satisfaction (WS) and career satisfaction (CS).

The calculation of average parameters for the entire research sample, it is seen that job satisfaction (7.6 points) is rated slightly higher than career satisfaction (7.3 points), as a result of which the respondents on average have assessed their career as being subjectively successful with 7.4 points.

General results individual career behaviours and personal values

Behaviours of individuals, behaviours and attitudes were analysed in 6 blocks: relations at the workplace, attitude towards the remuneration, interest, confidence in career and care for career. Behaviours that are associated with the confidence in career received the highest average rating in all respondents – 8.1 points (Figure 8). The lowest assessment (6.8 points)

was received for attitudes towards salary. Statistically significant differences can be observed only in remuneration attitudes group, where the assessments provided by the respondents of successful career (both subjectively and objectively) sample groups are considerably higher (7.8 points) than in unsuccessful career research groups (5.5 points).

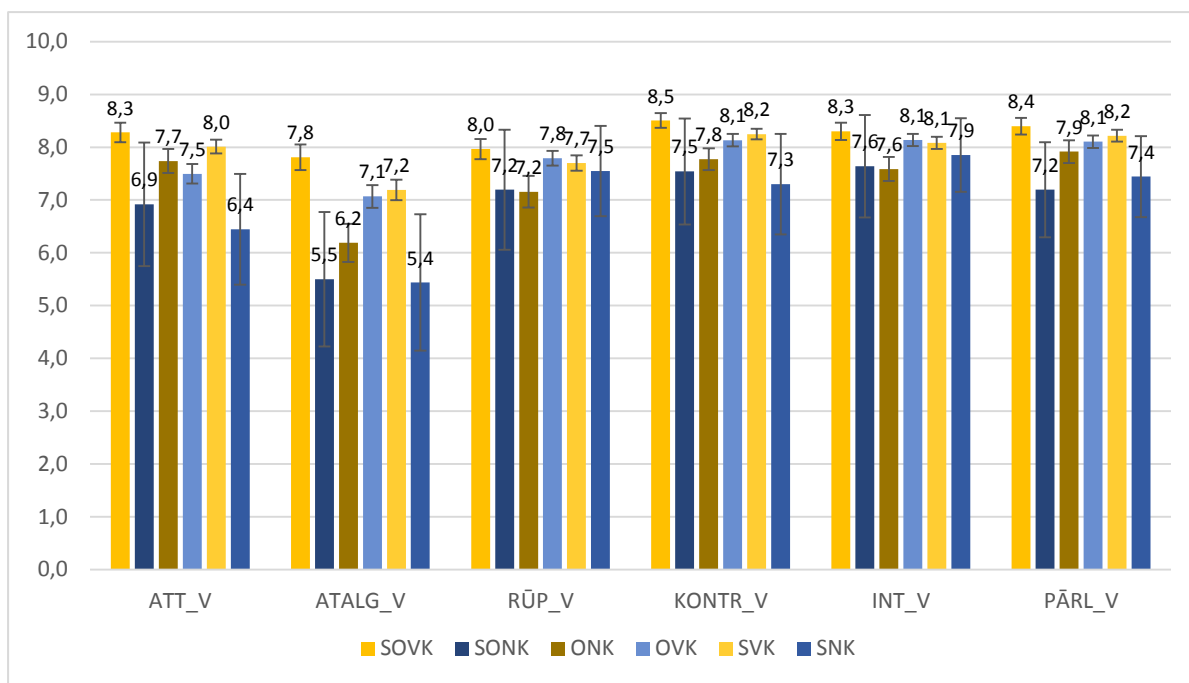


Figure 7. Career behaviours blocks average values for different groups of respondents
 Symbols: SOVK – subjectively and objectively successful career, SONK– subjectively and objectively unsuccessful career; ONK – objectively unsuccessful career; OVK – objectively successful career; SVK – subjectively successful career; SNK – subjectively unsuccessful career; ATT_V – relationship building; ATALG_V – remuneration attitudes; RŪP_V – concern behaviours; KONTR_V – control behaviours; INT_V – curiosity behaviours; PĀRL_V – confidence behaviours.
 Source: developed by the author based on empirical study data.

This means that the attitude of the individuals towards remuneration that they receive considerably affects whether the career result is positive and is assessed as positive.

Confidence in career is the block of behaviours that has received the highest average assessment in the empirical study of the author with respondents giving an average assessment of 8.1 points to the block.

In the empirical study, the personal values of an individual were determined by using Schwartz's 21-item personality profile analysis method. It showed that the most common personal values among the respondents were self-actualisation with 8.2 points, hedonism - 8.1 point, while favourability was rated with 8.0 points. The comparison with the research of Sortheix of 2013 shows that dominating values partially overlap. The most important values in research of Sortheix were safety (1.12), self-actualisation (1.06) and favourability (1.05) (Sortheix, 2013). The differences could be explained by the average age of the respondents, because the average age of respondents in the research of Sortheix was 43.62, while in the research of the author - 37, as well as research sample, since the present research includes only respondents with comparatively high income. Possibly, the development of successful career in Latvia requires a high degree of openness to new challenges.

The comparison of personal values in different sample groups of the research has revealed statistically significant differences between subjectively and objectively successful respondents and subjectively and objectively unsuccessful respondents in terms of the following personal values: self-actualisation (8.6 points versus 7.0 points), self stimulation (7.3 points versus 5.8 points), universalism (7.5 points versus 6.5 points), hedonism (8.3 points versus 7.4 points) and favourability (8.2 points versus 7.1 points) (See Figure 8).

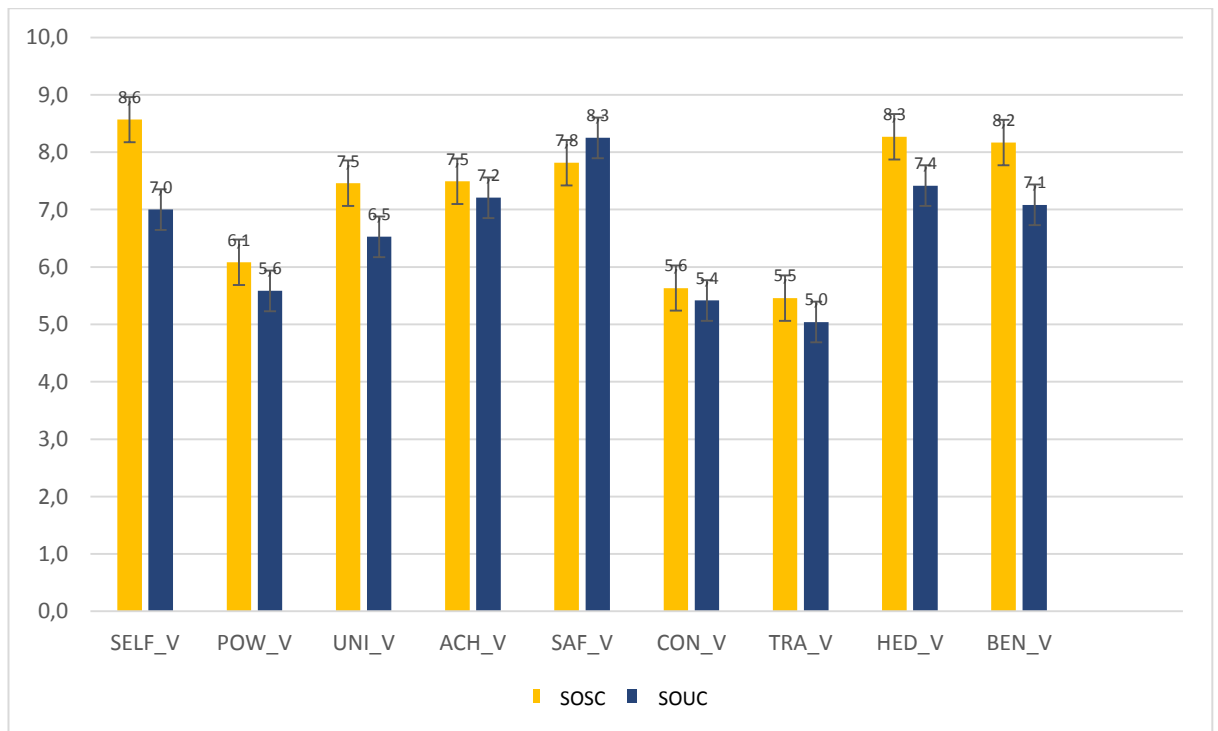


Figure 8. Average values of personal value assessments in the groups of respondents with subjectively and objectively successful and unsuccessful careers
 Symbols: SELF_V – selfactualisation, POW_V – power, UNI_V – universalism, ACH_V – achievement, SAF_V- safety, CON_V – conformism, TRA_V – tradition, HED_V – hedonism, BEN_V – benevolence; SOSC – subjectively and objectively successful career; SOUC – subjectively and objectively unsuccessful career.
 Source: developed by the author based on empirical study data.

This bears evidence that subjectively and objectively successful people are more focused towards the satisfaction of their needs (self-actualisation, hedonism), more open to new challenges (self-stimulation), as well as more ready to care for others and the surrounding environment (favourability and universalism). This conforms with previously conducted research on overall life satisfaction, which demonstrate that people, who are happy, “possess emotional resources for the reaching of autonomy (self-actualisation), emphasize tolerance (universalism) and emphasize on the well-being of others (favourability)”, on the other hand – people, who are not happy, will continue orientation towards egocentric values, safety and power” (Bilsky & Schwartz, 1994).

Results of the correlation analysis of individual career behaviours and personal values on subjective career success and interpretation thereof

Spearman's correlation index was used for correlation analysis, because test results according to Shapiro- Wilk test ($p > 0.05$) (Shapiro, Wilk, 1965; Razali, Wha, 2011) and histogram visualisation showed that job satisfaction and career satisfaction results in male and

female groups did not conform to normal distribution. For instance, job satisfaction, males $p=0.000$ and females $p=0.000$.

Correlation analysis shows that job satisfaction and career satisfaction correlate ($r = 0.675^{**}$ with high probability $p < 0.01$), however, they are not parameters that have the same meaning.

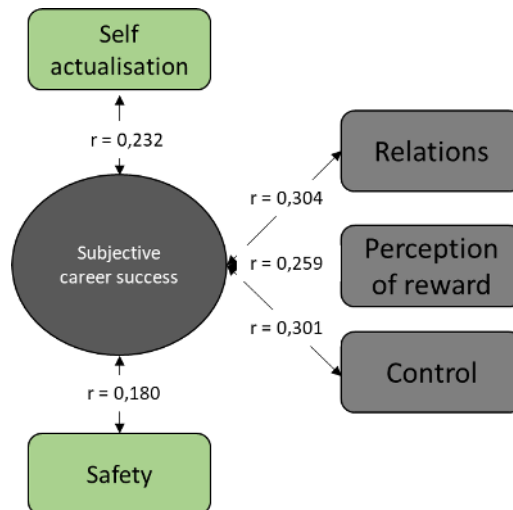


Figure 8. Mutual interaction of individual career behaviours and personal values with work and career satisfaction

Source: calculations of the author based on empirical study results.

Correlation analysis shows that subjective career success is primarily associated with relations at the workplace ($r=0,334^{**}$) (see Figure 8) for the group of respondents with subjectively and objectively successful careers. The second block of behaviours that is related to subjective career success is control over career ($r=0,319^{**}$). Attitude towards remuneration is the third block of behaviours that are most closely associated with subjective career success ($r= 0,301^{**}$). The personal values of self-actualisation ($r=0,261^{***}$) and safety ($r = 0, 169^{**}$) have the strongest correlation with subjective career success.

Effect of individual career behaviours and personal values of an individual on subjective career success

Structural equation modelling was selected for further study by processing data with SmartPLS 3.0. system. (Garson 2016, Ringle et. al 2015). Structural equation modelling method was used, because it includes multivariate regression and is suitable for the processing of such data that are not subject to normal distribution, as well as enables the analysis of

complex interactions between multiple variables. Structural equation modelling method was selected as the most appropriate to determine the influence of individual factors on work and career satisfaction. Interaction of individual behaviours and personal values of an individual and effect thereof on subjective career success is provided in Figure 10.

The model of personal values and career behaviours was obtained as a result. The Cronbach alfa coefficient of the model is 0.803, which points to good consistency of the model.

Collinearity statistics indicated that all values are lower than 5. Generally, the developed model ensures medium good credibility of prediction $R = 0.401$.

As a result of the bootstrapping process, it was confirmed that relations at work ($\beta=0,358$), attitude towards remuneration ($\beta=0,351$) and confidence behaviours ($\beta=0,223$) are statistically important $p < 0.05$. The effect of interest, control and concern blocks on subjective career success is statistically insignificant. Self-actualisation is the only personal value that directly affects subjective career success $\beta= 0.170$, $p=0.003$. Significant influence of self-actualisation values on control behaviours ($\beta=0.351$) and interest behaviours ($\beta=0.334$) has been detected, as well as the influence of self-stimulation value on confidence action ($\beta=0.219$) and self-actualisation value on confidence behaviours.

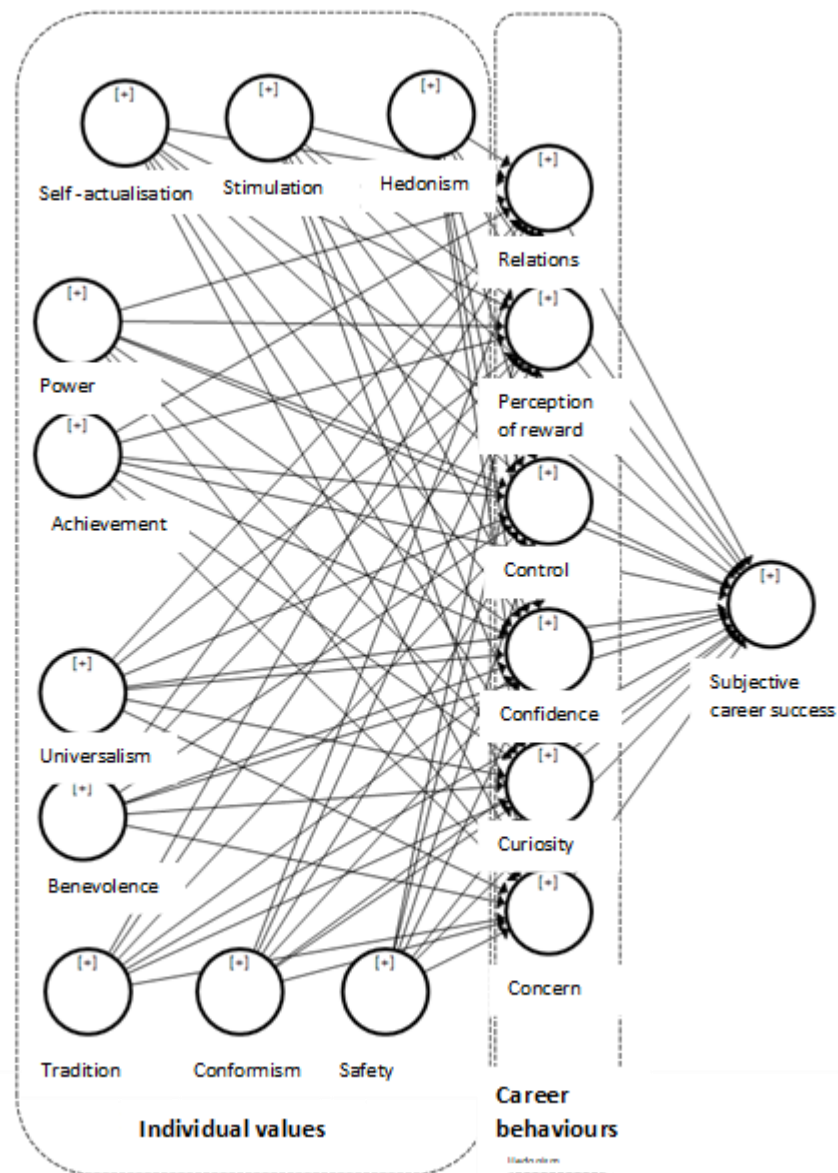


Figure 10. Model of the effect of individual career behaviours on subjective career success

Source: developed by the author based on the analysis of scientific literature.

In continuation of the research, the author used Multigroup analysis (MGA) method to compare coefficients of influence in different groups of respondents (See Table 2) by means of SMART PLS system, in order to determine whether and how career behaviours of the individuals and personal values differ in people having different career experience and sociodemographic characteristics.

Table 2.

Effect of career behaviours and personal values of an individual on subjective career success in different groups of respondents

Sociodemographic parameter	Respondent groups	Career behaviour				Individual values					
		Relations	Attitude towards remuneration	Confidence	Control	Self-actualisation	Benevolence	Stimulation	Hedonism	Safety	Traditions
Entire sample, n = 425		+	+	+		+					
Career success	SOVK, n = 154	+								+	
	SVK, n = 330	+	+		+	+		-			
	SNK, n = 38										
	OVK, n = 317	+				+		-			
	ONK, n = 108	+	+	+							
Gender	Females, n = 289	+	+	+		+					
	Males, n = 136	+									
Education	Bachelor's degree, n = 126	+	+					-			
	Master's degree, n = 266	+	+	+		+		-		-	
Size of the company	Small company, n = 136	+									
	Medium company, n = 96	+	+								
	Large company, n = 193	+	+	+							
Age	25 – 39 y.o., n = 261	+	+	+							
	40 – 49 y.o., n = 106	+									
	Older than 50, n = 43										
Dependants	Has dependants, n = 252	+	+	+		+		-			
	Does not have dependants, n = 173	+	+							-	
Work experience in the position	Up to 3 years, n = 161	+	+	+							
	4 – 7 years, n = 143	+	+			+		-			
	More than 8 years, n = 121	+	+								
Management level	Employee, n = 185	+	+								+
	Manager, n = 233	+	+	+							
Income level	500 – 1,000, n = 145	+	+	+		+					
	1,001 – 2,000, n = 145	+				+					
	Above 2,001, n = 80	+		+							
Form of employment	Employee, n = 348	+	+	+							
	Other, n = 77	+									

Symbols: SOVK – subjectively and objectively successful career; ONK – objectively unsuccessful career; OVK – objectively successful career; SVK – subjectively successful career, SNK – subjectively unsuccessful career.

Source: developed by the author based on empirical study data.

No unified trends of the influence of behaviours or personal values on subjective career success was detected in two respondent groups – people with subjectively unsuccessful careers and people, who are older than 50.

In all other groups the block of relation behaviours affects subjective career success, indicating that work is a social structure, which deserves attention being paid to. Despite the fact that relation action block is important in any cross-section of socioeconomic data, there are differences in terms of what particular behaviours the respondents of one or another research groups resort to. For instance, respondents who belong to “employee” form of occupation find the relation activity “My work performance is highly valued” to be more important, while respondents, who are working on other terms and conditions of employment find the statement “My colleagues respect me” to be more important.

Attitudes towards remuneration action block is the second block that most importantly affects subjective career success. It is not relevant for respondent groups like respondents with subjectively or objectively successful career, subjectively unsuccessful career, objectively successful career, males, holders of Bachelor’s degree, people working for small companies, people, who are older than 40, people with monthly income that exceeds EUR 1,000, and people, whose form of employment is not “employees”.

The third group of career behaviours that affect the subjective career success most importantly are confidence behaviours, which are characteristic of respondents with objectively unsuccessful career, women, respondents, who have acquired Master’s degree, respondents, who work for large companies, respondents up to 39 years of age, respondents, who have a dependant, people, who occupy the current position for the first 3 years, respondents, who are managers, people, who have salaries amounting to EUR 500 - 1,000 or more than EUR 2,000 per month and people, whose form of employment is “employee”. The dominating actions in the block of confidence behaviours are problem solving actions and/or obstacle overcoming actions, which could point to the fact that the aforementioned groups of respondents are the ones that face most challenges, while developing their professional career. However, like in relations action block and the action block of attitudes towards remuneration, differences between the groups of respondents are observed. For instance, respondents with income that exceeds EUR 2,000 are trying to learn new skills, while respondents, whose income falls within the limits of EUR 500 to 1,000 – are improving their work capacity.

Control behaviours affect subjective career success in respondents with subjectively successful career.

The analysis of the influence of personal values on subjective career success allowed the author to conclude that it is positively affected by self-actualisation (respondents with subjectively successful career, respondents with objectively successful career, females, holders of Master's degree, respondents with dependants, respondents, who have been working in their position for 4-7 years, and respondents with income of less than EUR 2,000 per month), safety (respondents with subjectively and objectively successful career) and traditions (respondents with "employee" form of employment). Favourability (respondents with objectively unsuccessful career, holders of Bachelor's degree, and respondents, who have worked in their position 4 - 7 years), self-stimulation (respondents with subjectively successful career, holders of Master's degree and respondents with dependants), hedonism (respondents without dependants) and safety (respondents, who hold Master's degree) negatively affects subjective career success.

Taking the group of respondents with subjectively and objectively successful career as a reference group, the summary of the dissertation offers the following model of subjectively successful career (See Figure 10.)

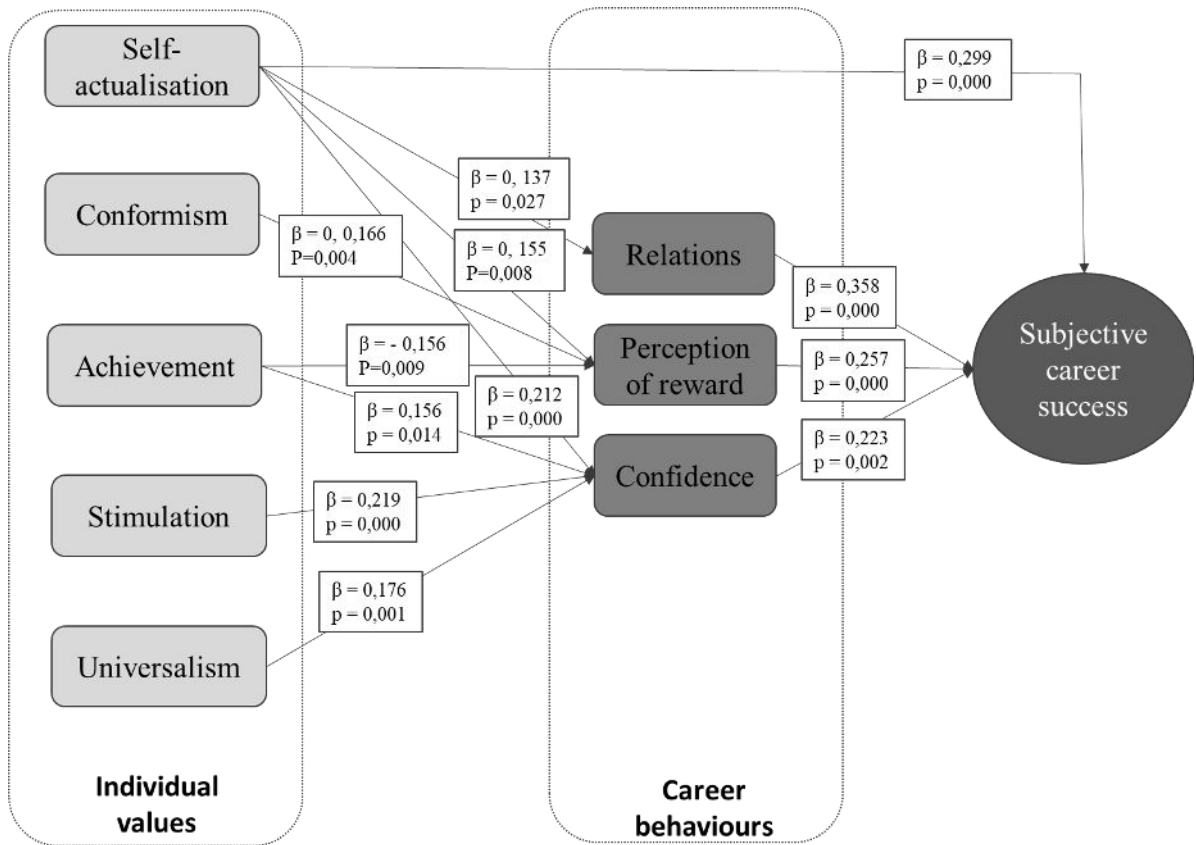


Figure 10. Career behaviours and personal values that affect subjectively successful career
 Source: Developed by the author based on the calculations of empirical study results.

Summary of the analysis of hypotheses put forward in the dissertation.

The results of the research are summarised in Table 4.

Table 4

Summary of research results of the dissertation

Career attitudes, behaviours and individual values		Hypothesis on the effect on subjective career success	Expert opinion on the effect on career success	Assessment of career attitudes and behaviours, as well as personal values of respondents with subjectively and objectively successful careers in points	Correlation with subjective career success	Effect on subjective career success in the group of respondents with subjectively and objectively successful careers
Career attitudes and behaviours	Relations at the workplace	Positive, H1	N/A	8.3	r = 0.334	$\beta = 0.358$
	Perception of reward	Positive, H1	N/A	8.2	r = 0.301	$\beta = 0.257$
	Control	Positive, H1	XX	8.5	r = 0.301	
	Concern	Positive, H1	XXX	8.0		
	Curiosity	Positive, H1	XX	8.3		
	Confidence	Positive, H1	XXXX	8.4		$\beta = 0.223$
Individual values	Self-actualisation	Positive, H2	X	8.6	r = 0.261	$\beta = 0.299$
	Power	Positive, H2	X	6.1		
	Achievements	Positive, H2	XXX	7.5		indirect
	Self-stimulation	Positive, H2	XXX	7.3		indirect
	Security	Negative, H3		7.8	r = 0.169	
	Conformism	Negative, H3	X	5.6		indirect
	Traditions	Negative, H3		5.5		
	Universalism	Neutral, H4		7.5		indirect
	Hedonism	Neutral, H4		8.3		
Favourability	Neutral, H4		8.2			

Source: Developed by the author based on the calculations of empirical study results.

The results demonstrate that the set hypothesis has been proved, while the subordinate hypotheses have been partially confirmed. Individual behaviours and personal values differ in individuals with differing sociodemographic parameters, meanwhile the influence of individual career behaviours and personal values on subjective career success differs from the influences that were initially forecasted.

The objective of the dissertation was to develop a model of personal behaviours and assessments in the context of career development and use it to assess the influence of behaviours and personal values on subjective career success. In order to reach the objective, the author analysed previous theoretical research on the development of career management concept, attributes of successful career and factors that affect subjectively successful career.

The set objective of the dissertation was reached and resulted in the development of the model of interaction of individual behaviours and personal values of the individual in the context of career development, which is a scientific innovation. The theoretical model was tested in the empirical part of the research by analysing the situation in Latvia and defining the effect of individual behaviours and personal values on subjective career success, as well as their mutual interaction.

The research conducted within the framework of the dissertation is a significant scientific innovation, as the model of the influence of individual career behaviours and personal values on subjective career success and their interaction was created, as well as an empirical study was conducted in Latvia, providing several important discoveries in the context of career management, which enables the public, educational establishments, employers and employees to improve their career management practices.

CONCLUSIONS AND SUGGESTIONS

Conclusions

1. Career is a lifelong process, whereby a person develops their professional identity by constantly interacting with other people and organisations. Career development means constant maintenance, renovation and care for the resources of an individual by reaching the expected results at the current workplace, being interested in the news of their professional sector and profession and developing professional and career management competences.

2. The conditions of co-operation between organisations and people are changeable and depend on the needs and values of both parties during the particular period in time. Relations between organisations and individuals nowadays develop as equal partnership relations, which frequently are rather social than structural in nature.

3. Two career management models can be discerned – traditional, where career management is the responsibility of the company and the new career management model, where individual is responsible for career management.

4. Subjective attributes of successful career – work and career satisfaction are gaining more importance nowadays.

5. Factors that affect career success are objective indicators of previous success, career behaviours and signs of individual personality. Career behaviours and personality of an individual are determined by personal values, which are universally human and are applicable to work, as well as life situations.

6. Personnel recruitment experts of Latvia defined confidence in career and care for career as the most essential behaviours of career management and the achievements and power as the most significant personal values that affect career success.

7. Subjectively and objectively successful career is more pronouncedly characteristic of respondents aged 25 - 39, males, holders of Master's degree, people with the total work experience of 11 - 20 years and the length of experience in their current position amounting to 3 - 7 years, self-employed persons or entrepreneurs, people occupying top management positions, people with the

level of income that exceeds EUR 1,000, people, who are employed at a small company, married people, who have dependants, and persons, who are not the only bread winners of their household.

8. The lowest average rating was given to attitudes towards remuneration (6.8 points), while the highest - to confidence in career behaviours (8.1 point). In the context of personal values, the highest assessment was given to self-actualisation value (8.2 points), while the value of traditions was ranked the lowest (5.3 points).

9. Subjective career success correlates with job satisfaction ($r=0.922^{**}$) and career satisfaction ($r = 0.905^{**}$), control over career ($r = 0.423^{**}$), perception of remuneration ($r = 0.413^{**}$) and relations at work ($r = 0.411^{**}$). All career behaviours correlate among themselves, which means that when one is developed, the values of other career behaviours will increase.

10. Subjective career success correlates with individual values - self-actualisation ($r = 0.290^*$), self-stimulation ($r=0.106^*$) and hedonism ($r = 0.098^*$). Personal values may demonstrate positive and negative mutual correlation, furthermore, absence of correlation between them may also occur.

11. Job satisfaction correlates with relations at work ($r = 0.474^{**}$). Career behaviours that affect career success include development and maintenance of relations, attitude towards remuneration and actions aimed at work performance and professional development.

12. The model of the interaction of Individual career behaviours and personal values with subjective career success ensures medium reliability of result forecasts ($R = 0.401$).

13. Attitude behaviours ($\beta= 0.358$), attitudes towards remuneration ($\beta=0.257$) and confidence behaviours ($\beta=0.223$) have statistically significant effect on subjective career success, as well as personal value of self-actualisation ($\beta=0.170$); $p<0.05$.

14. Subjective career success is affected by different career behaviours and personal values. Even if the blocks of career behaviours are the same, differences between particular behaviours favoured by participants of one or another sociodemographic group are observed, for instance, in the block of confidence behaviours, respondents aged 25 - 39 indicate the statement "I overcome obstacles" as more important ($\beta=0.309$), while participants of other age groups give more importance to the statement "I learn new skills".

15. Sociodemographic groups, where the determination of career behaviours and personal values that affect subjectively successful career was impossible, included people aged over 50 and respondents with subjectively unsuccessful careers.

Suggestions:

On individual level

1. To develop and maintain cooperation oriented relations at the workplace, which ensures subjectively successful career for all respondents irrespectively of their sociodemographic parameters.

2. Individuals (a) with Bachelor's degree level of education, (b) people working for medium size companies, (c) people, who do not have dependants (d) people occupying the same position for longer than 4 years and (e) employees, in addition to development of good relations, must attend to attitudes towards remuneration, focusing on the adequacy of remuneration to the value of the work performed.

3. Subjectively successful career of women, individuals with Master's degree, people working for large companies, people aged 25 39, people, who have dependants and people, who have work experience of less than 3 years in one position, managers or people with the income from EUR 500 to 1,000 and people, who are employees, is determined by relations at the work place, attitude towards remuneration and confidence behaviours.

4. Individuals with the income level that exceeds EUR 2,000 must pay attention to the development of relations and practice career control behaviours to develop a subjectively successful career.

5. Males, individuals working for small companies, people aged 40 - 49, people with he income level amounting to EUR 1,001 to 2,000 and self employed persons or entrepreneurs must pay attention to the maintenance of relations at work for the development of subjectively successful career.

6. To reach subjective or objective success in career, the self-actualisation value should be exercised. The same recommendation applies to females, holders of Master's degree, people, who occupy the same position for 4 - 7 years, people, who have dependants or people with the month;y income level of EUR 500 to 1,000.

7. Safety value must be implemented for the development of subjectively and objectively successful career.

8. Individuals with objectively successful career, holders of Bachelor's degree or individuals occupying the same position for 4 - 7 years must consider that the value of favourability negatively affects their subjective career success.

9. Individuals with subjectively successful career or holders of Master's degree, as well as persons, who have dependants, must take into consideration the fact that self-stimulation value negatively affects subjective career success.

10. Holders of Master's degree must consider that exercising of safety values negatively affects their subjective career success.

11. Individuals without dependants must consider that exercising of hedonism values negatively affects subjective career success.

12. Employees must exercise personal values of tradition to ensure subjective career success.

13. Focus on results of the performed works and appropriate remuneration.

On organisation level

1. Develop friendly and supportive micro-climate at small companies, because good relations, respectful attitude and trust of the manager is the only attitude that can ensure subjective career success of individuals working at such companies.

2. At medium sized companies, in addition to efficient work relations, honest remuneration that conforms to the performed work must be ensured for employees in order to promote subjective career success of employees.

3. It is important to ensure positive attitude of employees toward relations at work and remuneration at large companies, as well as the stimulate confidence behaviours in employees to promote their subjective career success.

4. Employers must consider that personal value that ensures subjective and objective career success is safety, meanwhile – the value of tradition is generally important for employees, therefore they must ensure work environment that provides for these values.

5. Career management support programmes, remuneration systems and internal communication must be developed with the consideration of various sociodemographic parameters that characterise employees of the particular organisation.

On society management level

1. To promote the awareness of people on personal values and their effect on individual behaviours in the context of career development.
2. To promote the awareness about self-actualisation value and the desire of individuals to exercise it.
3. To promote friendly, respectful and trust relations between members of the society.
4. To promote the understanding that subjective pre-requisites of career – career attitudes, behaviours and personal values differ in individuals from different sociodemographic groups.
5. The educational institutions shall develop the skills and competences to support the career behaviours and individual values leading to the subjective career success.

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