



Work Values Fit and Subjective Career Success: The Moderating Role of Work Engagement[#]

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ABSTRACT

Despite the literature suggesting that person-organization work values fit lead positive work related outcomes, there is no empirical evidence for its effect on subjective career success. The purpose of this paper is to investigate the relationships of four dimensions of person-organization work values fit (comfort and security, competence and growth, status and independence as well as, social aspects) and subjective career success including whether work engagement moderates these relationships. The sample comprises 364 white-collar workers in Istanbul, with hierarchical multiple regression analyses being used to test the hypotheses. The results show that all four dimensions of work values fit are positively related to subjective career success. In regard to the moderating effect, work engagement is found to have a significant effect on the relationships between status and independence work values fit - subjective career success as well as competence and growth work values fit - subjective career success.

Keywords: Work Values Fit, Subjective Career Success, Work Engagement

JEL Classifications: M10, M54

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1. INTRODUCTION

Rokeach (1973, p. 5) defined value as the “enduring belief that a specific mode of conduct or end-state is personally preferable to its opposite.” Work values can be considered as expressions of general values in the work context (Ros et al., 1999), referring to the elements of individuals’ needs, and preferences regarding their work life (Roe and Ester, 1999). It is clear that the work value concept is significant, because it plays a critical role in individuals work related attitudes and behaviors. For instance, work values have a significant effect on career planning in relation to occupational preference (Dawis, 1991) and determination of career goals (Super, 1970).

Through organization restructuring (Miles and Snow, 1996), long-term employment relationships have been replaced by short-term ones (Sullivan, 1999) and as a result, the meaning of career has changed (Baruch, 2004). Career success is not just a crucial concept for individuals, for it also impacts on their organizations in that individual success can ultimately contribute to that of the

organization (Ng et al., 2005). Under the traditional career concept, the indicators of career success were hierarchical, positional and income-oriented; however, with the new career approaches, the key success criterion of the individual is subjective (psychological) career success (Hall and Chandler, 2005). Accordingly, it is clear that work values play a critical role in individuals’ career plans. Not only do today’s individuals have different work values, but so do organizations (Chatman, 1989). Moreover, person-organization work values fit occurs when these values are similar and/or the individual’s values are met by the organization (Van Vianen et al., 2007). From now on in this paper, for the purpose the brevity the term “work values fit” used to refer “person-organization work values fit.”

Person-organization fit is an extensively studied concept in the management literature since it can clearly lead to desirable work related outcomes (job satisfaction, low intention to leave, etc.). Despite its popularity in the context of recruitment and selection (e.g. Cable and Judge, 1997), there has been little discussion about its effect on career success (e.g., Judge, 1994; Erdogan et al.,

2004). If employees perceive that their needs and preferences are met by the organization their job satisfaction will increase and hence, their work performance will also increase (Dawis and Lofquist, 1984). In this respect, it can be argued that individuals' perception of person-organization fit is positively related with subjective career success. However, it is notable that there has been no study examining whether person-organization fit affects subjective career success, specifically from the perspective of work values. Accordingly, in this paper, the relationships between the four dimensions of work values fit and subjective career success are investigated. In addition, whether work engagement moderates these relationships is examined.

2. LITERATURE REVIEW

2.1. Work Values Fit

Kristof (1996, p. 4-5) defined person-organization fit as "the compatibility between people and organizations that occurs when at least one entity provides what the other needs, they share similar fundamental characteristics, or both." Person-organization fit can be categorized into two types, supplementary and complementary, (Kristof, 1996) with the former pertaining to the person and organization having similar needs, values and interests (Muchinsky and Monahan, 1987). An example for this type of fit is when both an employee and the organization interpret autonomy as an important concept (Cable and Edwards, 2004). Regarding complementary fit, the characteristics of an individual complement the characteristics of the organization and *vice versa* (Muchinsky and Monahan, 1987). It has been classified into two categories: Demands-abilities fit and supplies-values fit (Livingstone et al., 1997), with the former referring to fit occurring's when an individual has the abilities required to meet organizational demands (Kristof, 1996), whereas the latter pertains to when the organization satisfies individuals' values (Van Vianen, 2000). For instance, this happens when an employee puts high value on "growth" and this is met by the provision of "opportunities for growth" by the organization (Van Vianen, 2000, p. 119).

Work values can be conceptualized in a variety of ways, with some authors arguing that these pertain to preferred work aspects or outcomes of work (Pryor, 1979; Elizur, 1984; Schwartz, 1999), whilst others consider the concept as relating to desirable modes of behavior (Meglino and Ravlin, 1998). In this study, it is perceived as work aspects related with individuals' preferences. There are numerous classification types of work values. In some studies, they have been categorized as intrinsic (actual content of work, such as autonomy) and extrinsic (material or instrumental work aspects, such as income) (e.g., Elizur et al., 1991), whilst in other research social work values (social aspects of work, such as relationships with co-workers) have been added as an additional category (e.g., Lyons, 2003).

Manhardt Work Values Inventory (WVI) (1972) validity analysis was tested by Meyer et al. (1998), under three dimensions: Comfort and security, competence and growth as well as status and independence. Comfort and security work values refer to the importance given to job characteristics, such as job security and comfortable working conditions. Competence and growth work

values are defined as the importance of job characteristics, including continued development of knowledge and skills as well as career advancement opportunities. Whilst status and independence work values refer to the emphasis on job characteristics (e.g. supervising others and opportunities for working independently) (Lawton and Chernyshenko, 2008). In addition to these dimensions, the social work values covered in this study include the importance of job characteristics such as working with others and the contribution made to society (Lyons, 2003).

In most of the studies related to person-organization fit, work values fit is considered within the supplementary fit context (e.g. O'Reilly et al., 1991; Erdogan et al., 2004). However, in this paper, the complementary fit (supplies-values fit) perspective is adopted for its determination, which is assessed through subjective and indirect measurement techniques (via absolute value differences).

2.2. Subjective Career Success

Career success is an important concept, because it helps ensure individuals' job satisfaction and their general well-being. This concept is also critical at the organizational level, since employee success can be transferred to this level (Ng and Feldman, 2011). Career success refers "perceived or actual accomplishments that individuals have accumulated as a result of employment" (Restubog et al., 2011, p. 428).

Career success is categorized as objective and subjective, with the latter being defined as observable and measurable career accomplishments (Judge et al., 1995) in relation to salary, hierarchical status and rate of promotion (Abele and Spurk, 2009). In particular, in the earlier studies on career success, the focus was on progression or advancement. Accordingly, in these works career success criteria pertained to such aspects as job title, salary and promotion (Aryee et al., 1994). In contrast, subjective career success refers to "individuals' feelings of accomplishment and satisfaction with their careers" (Judge et al., 1995, p. 489). It includes perceptions of intrinsic (e.g., interpersonal success) and extrinsic (e.g., financial success) success through consideration of such matters as perceived personal progress, aspirations and comparisons in relation to colleagues' advancement in the current organization (Nabi, 2001). As such, subjective career success reflects individuals' own perceptions rather than those of the organization (Ballout, 2007).

In today's business environment, characterized by technological advances and globalization, organizations are less likely to have prescribed career paths for individuals (Hall and Chandler, 2005; Converse et al., 2012). Moreover, in contrast to traditional career approaches, nowadays, employees often work for multiple organizations, managing and shaping their own careers, whilst gaining satisfaction when they feel that they are engaged in meaningful work (Dries et al., 2008). For these reasons, subjective career success has gained increasing attention in recent years. Accordingly, for this paper, an individual's career success was measured on the basis of his/her own evaluations.

Person-organization fit can result in positive work outcomes, such as job satisfaction (Cable and Judge, 1996; Lauver and Kristof-

Brown, 2001), organizational commitment (O'Reilly et al., 1991; Silverthorne, 2004), organizational citizenship (Goodman and Syvante, 1999; Wei, 2013) and low intention to leave (Bretz and Judge, 1994; Saks and Ashforth, 1997; Moynihan and Pandey, 2008). In addition, person-organization fit is positively related to both objective and subjective career success (Bretz and Judge, 1992; Aryee et al., 1994; Erdogan et al., 2004). However, whilst the work values fit relationship between job satisfaction, low intention to leave, job performance and psychological well-being (Taris and Feij, 2001; Takase et al., 2006; Van Vianen et al., 2007) has been extensively researched, to the best of our knowledge there has been no study regarding its association with subjective career success.

Psychological needs fulfillment theory is a very common method for conceptualizing the person-environment paradigm in the context of complementary fit. Under this theory, it is claimed that individuals have certain desires (values, needs, etc.) that differ from those of their organizations and that their attitudes are affected by the level of compatibility between their demands and the organizations' capacity to deliver these (Cable and Edwards, 2004). In fact, researches have shown that the "supplies-values fit" leads to job and career satisfaction, organizational commitment and low intention to leave (Westerman and Cyr, 2004). Accordingly, it would appear reasonable to contend that the perceived (subjective) career success of individuals whose work values are supplied by the organization higher than for those who fail to do so. Additionally, Taris and Feij's (2001) study showed that all three dimensions of the supplies-values fit, i.e., the intrinsic, extrinsic, and social dimensions, are positively related with job satisfaction and psychological well-being as well as reducing the intention to leave. In similar vein, in Cable and Edwards (2004) study, it was reported that all dimensions of psychological needs fulfillment (e.g., autonomy, prestige) are positively correlated with job satisfaction and intention to stay.

On the basis of the above, it could well be the case that each dimension of the work values fit will demonstrate a positive relationship with subjective career success and accordingly, the following hypothesis is developed:

H₁: (a) "Comfort and security," (b) "competence and growth," (c) "status and independence," (d) "social" work values fit each relate positively to subjective career success.

2.3. Moderating Role of Work Engagement

Work engagement is defined as "the harnessing of organization members' selves to their work roles" (Kahn, 1990. p. 694) and has been classified into three categories: Vigor, dedication and absorption (Schaufeli et al., 2002). Vigor refers "high levels of energy and mental resilience while working the willingness to invest effort in one's work, and persistence even in the face of difficulties," whilst dedication pertains to "a sense of significance, enthusiasm, inspiration, pride, and challenge" and absorption refers to "being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work" (Schaufeli et al., 2002. p. 74-75).

Kahn (1990) explains work engagement as being an important motivational concept, which increases individuals' physical,

cognitive and emotional energies, thereby enhancing their work role performance. Thus, it could be argued that subjective career success is an expected outcome for those engaged with their jobs and already motivated. The outcomes of studies conducted by Koyuncu et al. (2006) and Laschinger (2012) indicate that work engagement is an antecedent to career satisfaction. Similarly, the findings of a study by Ng and Feldman (2014) show that individuals work engagement is positively correlated to career success.

Moreover, research by Britt and Bliese (2003) demonstrates that work engagement has a buffer effect on the relationship between different stressor levels and psychological distress experienced by soldiers. Consequently, it could be argued that highly-engaged employees might be less influenced by negative emotional experiences than less-engaged ones. Accordingly, it would appear reasonable to assume that the relationship between work values fit and subjective career success will be stronger when work engagement is high and *vice versa*. Hence, the following hypothesis is proposed:

H₂: Work engagement has a moderating effect on each relationship between: (a) "Comfort and security," (b) "competence and growth," (c) "status and independence," (d) "social" work values fit and subjective career success.

3. METHOD

3.1. Sample and Procedure

The data were collected from 364 white collar employees, who had at least a bachelor degree, in İstanbul, Turkey, through a survey methodology. They were collected between 1 May and 30 June 2016 via the internet. There were 193 (53%) female and 171 (47%) male participants, whose mean age was 36.41 years (standard deviation [SD] = 8.64), with a mean tenure at their organization of 6.61 years (SD = 5.58). 89.6% of the participants had a bachelor degree, whilst the remainder had post-graduate qualifications.

3.2. Measures

3.2.1. Work values scale (WVS)

Two scales were used to measure employees' work values and for comparison of theirs and the organization's work values (supplies-values fit), namely, Manhardt (1972) WVI (translated into Turkish by Coban, 2011) and Lyons et al. (2010) WVS (translated into Turkish by Ozkan, 2010). The WVI originally consists of 25 items, but only 21 of them were used, i.e., those that had high factor loadings (Manhardt, 1972). In addition, the four items measuring social work values from the WVS were included. Consequently, the final WVS consisted of 25 items for examining the four components (comfort and security, competence and growth, status and independence as well as the social aspects) of work values.

In order to determine work values fit, participants were asked two different types of questions, with the first being: "To what extent is each item important for you in your work?" Participants responded to the items using a five-point Likert scale ranging from 1: Not important at all to 5: Very important. The second type of question covered "To what extent is each item supplied by your

organization?" Participants responded to the items using five-point Likert scale ranging from 1: Not at all to 5: A very great amount. The sample items included "job security" (comfort and security, for which Cronbach's alpha = 0.524), "intellectually stimulating" (competence and growth, Cronbach's alpha = 0.702), "supervising others" (status and independence, for which Cronbach's alpha = 0.853) and "contribution to society" (social aspects, with Cronbach's alpha = 0.781). Work values fit was operationalized as the absolute value of the differences between responses to the items on the two types of questions. The difference scores were calculated in terms of the sub-dimension of the scale and these scores were reversed for the determination of work values fit (0 as 5, 1 as 4, 2 as 3, 3 as 2 and 4 as 1), such that those with the higher numbers indicated a greater degree of fit.

3.2.2. Subjective career success scale

Employees' subjective career success was measured with the subjective career success scale (Gattiker and Larwood, 1986; translated into Turkish by Ozcelik et al., 2016). This scale in its original form consists of 23 items (sample item "reaching my career goals within the time frame I set for myself"), measuring five sub-dimensions (job, interpersonal, hierarchical, financial and life success) of subjective career success. However, two items were excluded due to their not being directly related to subjective career success, namely, "receiving fair compensation compared to my peers" and "dedicated to my work," thus resulting in a scale of 21 items. Participants responded on five-point Likert scale (1: Strongly agree to 5: Strongly disagree) and the Cronbach's alpha for this scale was 0.938.

3.2.3. Work engagement scale

A shortened version of the work engagement scale (Schaufeli et al., 2006; translated into Turkish by Aybas, 2014) was used to measure employees' work engagement. The scale consisted of nine items (sample item: "At my work, I feel I am bursting with energy") and the participants responded on five-point Likert scale (1: Never to 5: Always) with the Cronbach's alpha being 0.903.

3.2.4. Control variables

Demographic variables, including gender, age, educational level and organizational tenure, were assessed as control variables.

4. RESULTS

4.1. Validity Tests

The validity of all of three scales was tested via exploratory factor analysis using principal axis factoring and varimax rotation. The results of this analysis yielded a five-factors solution with eigenvalues higher than one for the WVS (KMO = 0.918, Bartlett's test of sphericity = 2,468, $P < 0.001$). Four items were deleted due to low factor loadings or cross loadings. Once the factor analysis was re-run, a four-factor solution emerged, for which total variance explained was 52.64%.

The factor analysis results indicated that a three-factors solution with eigenvalues higher than one for the subjective career success scale (KMO = 0.938, Bartlett's test of sphericity = 4,425, $P < 0.001$), with one item being removed due to its low factor

loading. Once the factor analysis was re-run, the three-factor solution remained, with the total variance explained being 61.97%.

According to the factor analysis, all of the items of work engagement loaded onto one factor (KMO = 0.911, Bartlett's test of sphericity = 1,728, $P < 0.001$) and the total variance explained was 57.24% for this scale.

4.2. Descriptive Analyses

The means, SDs and inter-correlations among the variables are shown in Table 1. As can be seen the relationships between the work values fit and subjective career success are positively significant for all dimensions of this fit: (a) Comfort and security ($r = 0.29$, $P < 0.01$), (b) competence and growth ($r = 0.36$, $P < 0.01$), (c) status and independence ($r = 0.46$, $P < 0.01$), and (d) social ($r = 0.38$, $P < 0.01$). The results also showed that work engagement is positively related with subjective career success ($r = 0.70$, $P < 0.01$).

4.3. Testing of the Hypotheses

In order to determine the relationships between the four dimensions of work values fit and subjective career success as well as the moderating effect of work engagement between the pairs of variables, four separate hierarchical multiple regression analyses were utilized. Before performing these analyses, the standard assumptions were checked and all were met.

The control variables (gender, age, educational level and organizational tenure) were entered in the first step. For the second, each of the four work values fit variables was entered into four separate hierarchical multiple regression analyses. Then, work engagement was entered in the third step for each of the four analyses. Finally, the interaction term (four dimensions of work values fit x work engagement) was entered in the fourth step for the four analyses. Independent and moderating variables were centered before calculating interaction terms. The results of these analyses are presented in Table 2.

According to the results, beyond the variance contributed by the control variables, "comfort and security," "competence and growth," "status and independence," and "social" work values fit explained 7% ($\Delta R^2 = 0.07$), 12% ($\Delta R^2 = 0.12$), 20% ($\Delta R^2 = 0.20$), and 14% ($\Delta R^2 = 0.14$) of the variance, respectively, in relation to subjective career success.

The four separate hierarchical multiple regression analysis results showed that while interactions between competence and growth work values fit and work engagement ($\beta = 0.10$, $P < 0.01$) as well as status and independence work values fit and work engagement ($\beta = 0.16$, $P < 0.01$) were significantly and positively related with subjective career success, the interaction effect between comfort and security work values fit and work engagement ($\beta = 0.06$, $P > 0.05$) as well as social work values fit and work engagement ($\beta = 0.07$, $P > 0.05$) was not significant. In other words, beyond the explained variance of the control variables, two significant dimensions of work values fit and work engagement, namely, competence and growth work values fit x work engagement ($R^2 = 0.54$, $P < 0.01$, $\Delta R^2 = 0.01$) as well as status and independence

Table 1: Descriptive statistics and intercorrelations of the variables

Variables	Mean±SD	1	2	3	4	5	6	7	8	9	10
Gender	-	-									
Education level	-	0.09	-								
Age	36.41±8.64	0.05	0.01	-							
Organizational tenure	6.61±5.58	0.05	0.55**	0.09	-						
Comfort-security work values fit	4.42±0.65	-0.06	-0.12*	0.02	0.01	-					
Comp-growth work values fit	4.37±0.65	-0.03	-0.05	0.04	0.04	0.55**	-				
Status-independence work values fit	4.30±0.68	-0.00	-0.09	0.02	0.00	0.59**	0.74**	-			
Social work values fit	4.38±0.74	-0.02	-0.10	0.09	0.05	0.51**	0.68**	0.70**	-		
Subject career success	4.07±0.75	-0.14**	-0.17**	-0.03	-0.01	0.29**	0.36**	0.46**	0.38**	-	
Work engagement	3.95±0.82	-0.19**	-0.07	-0.04	-0.00	0.21**	0.27**	0.28**	0.27**	0.70**	-

N=364. *P<0.05, **P<0.01. SD: Standard deviation

Table 2: The results of hierarchical regression analyses

Independent variable	Comfort and security work values fit			Competence and growth work values fit			Status and independence work values fit			Social work values fit		
	β	R ²	ΔR ²	β	R ²	ΔR ²	β	R ²	ΔR ²	β	R ²	ΔR ²
Step 1: Control variables		0.04***	0.04***		0.04***	0.04***		0.04***	0.04***		0.04***	0.04***
Gender	-0.13*			-0.13*			-0.13*			-0.13*		
Age	-0.04			-0.04			-0.04			-0.04		
Educational level	-0.16**			-0.16**			-0.16**			-0.16**		
Organizational tenure	0.03			0.03			0.03			0.03		
Step 2: Independent variable		0.12***	0.07***		0.17***	0.12***		0.25***	0.20***		0.18***	0.14***
Gender	-0.11*			-0.12*			-0.130**			-0.12*		
Age	-0.040			-0.05			-0.04			-0.07		
Educational level	-0.13*			-0.14**			-0.12*			-0.12*		
Organizational tenure	0.06			0.02			0.03			0.02		
Independent variable	0.27**			0.35**			0.45**			0.37		
Step 3: Moderator variable		0.52***	0.40***		0.53***	0.36***		0.57***	0.33***		0.54***	0.36***
Gender	0.00			-0.00			-0.02			-0.01		
Age	-0.00			-0.01			-0.01			-0.02		
Educational level	-0.10**			-0.11**			-0.10**			-0.10**		
Organizational tenure	0.00			0.00			0.01			0.00		
Independent variable	0.14**			0.18**			0.28**			0.20**		
Moderator (work engagement)	0.66**			0.64**			0.61**			0.63**		
Step 4: Interaction term		0.52	0.00		0.54***	0.01***		0.58***	0.01***		0.54	0.00
Gender	0.00			-0.00			-0.02			-0.01		
Age	0.00			-0.02			-0.01			-0.02		
Educational level	-0.10**			-0.11**			-0.09**			-0.10**		
Organizational tenure	0.00			0.00			0.01			-0.00		
Independent variable	0.16**			0.22**			0.32**			0.23**		
Moderator	0.65**			0.63**			0.59**			0.63**		
Interaction (independent x moderator)	0.06			0.10**			0.16**			0.07		

β are standardized regression coefficients. *P<0.05, **P<0.01, ***P<0.001

work values fit x work engagement ($R^2=0.58$, $P<0.01$, $\Delta R^2=0.01$) explain the significant variance in subjective career success. The interaction graphs for two dimensions of work values fit and work engagement on subjective career success are presented in Figures 1 and 2.

5. DISCUSSION

Individuals' work values have been widely researched by classifying them into two categories: Intrinsic and extrinsic (Elizur, 1984). In this paper, work values are more specifically examined by classifying them under four dimensions: "Comfort and security," "competence and growth," "status and independence" and "social" work values." The current study, involved investigating

the relationships of person-organization fit and subjective career success, as well as determining whether or not work engagement moderates these relationships. Person-organization fit was operationalized as work values fit (fit between employees' desires and organizational supply).

The results have shown that all four dimensions of work values fit are positively related with subjective career success. These results are consistent with the findings in the extant literature, which reveal that work values fit is correlated with positive work-related outcomes, such as job satisfaction, and low intention to leave (Taris and Feij, 2001; Van Vianen et al., 2007). These outcomes can be explained in the context of psychological need fulfillment theory. Under this theory it is held that individuals' attitudes will change in

Figure 1: The moderating effect of work engagement on the competence and growth work values fit-subjective career success relationship

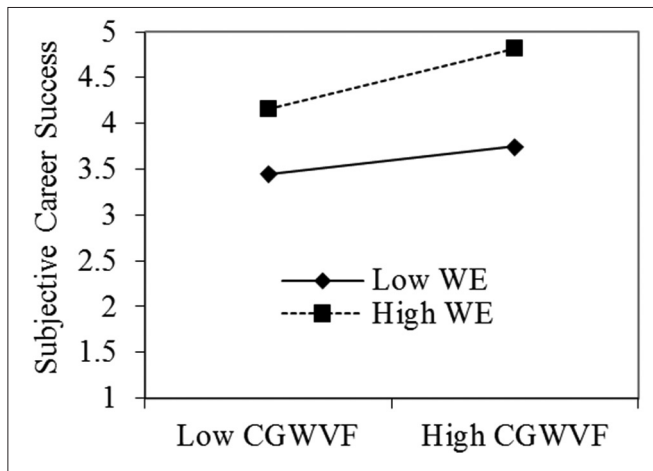
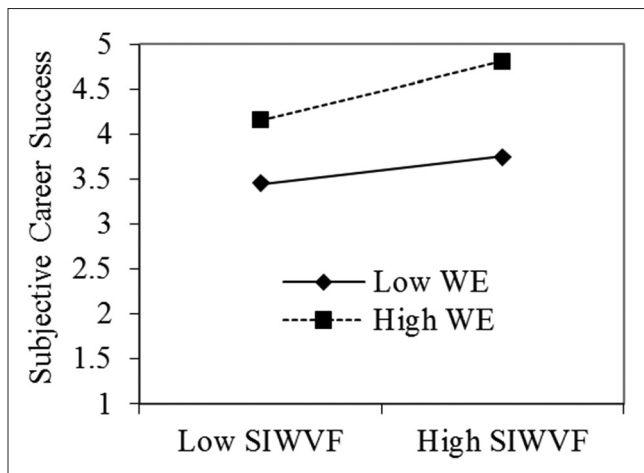


Figure 2: The moderating effect of work engagement on the status and independence work values fit-subjective career success relationship



relation to the fulfillment level of their desires by the organization (Cable and Edwards, 2004). If employees have similar values to their organizations, they do not have to act contrary to their own values and hence feel more comfortable (Erdogan et al., 2004). So, it can be argued that employees' whose expectations are met by the organization will feel greater satisfaction with their careers than those whose are not.

The current study results indicate that perceived career success is higher for individuals who are engaged with their jobs and are already motivated than those who do not exhibit these qualities. This finding is consistent with other studies (Koyuncu et al., 2006; Laschinger, 2012) that have elicited how work engagement is an antecedent of subjective career success. It could be argued that work engagement is a motivational concept (Kahn, 1990) and highly-engaged individuals may be less affected by the negative emotions than those less-engaged, thereby increasing the level of subjective career success.

With regard to the moderating effect of work engagement on the relationships between the four dimensions of work values fit and

subjective career success, it has been found that employees' work engagement level strengthens the status and independence work values fit-subjective career success as well as the competence and growth work values fit-subjective career success relationships. Contrary to expectations, work engagement has not emerged as moderating "social" and "comfort and security" work values fit-subjective career success relationships, for it has turned out to only have a main effect on these relationships. According to Maslow's (1954) hierarchy of needs theory, there are five types (physiological, safety, love/belonging, esteem and self-actualization) that are hierarchically ordered. In this regard, "competence and growth" and "social" work values can be defined as relatively more basic needs than "status and independence" or "competence and growth" work values. Thus, it can be interpreted that work engagement might compensate for relatively higher-order needs, but it is insufficient to compensate for more basic ones. The results of the current research also have revealed that regarding subjective career success, high work engagement may compensate, even if only partially, for low work values fit.

In sum, the current study has extended the subjective career success literature by empirically examining the relationships among work values fit, subjective career success and work engagement. In addition to this, work values fit was examined in detail in terms of its recognized dimensions and the research hypotheses were tested in the context of Turkey, which has not been focused upon in previous work of this nature.

5.1. Limitations and Recommendations for Future Research

Despite the strengths outlined above, there are some limitations regarding this study. Whilst gender, age, organizational tenure and educational level have been considered as control variables, there might be other critical variables that can affect work values fit and subjective career success. In this respect, person-job fit (Ballout, 2007), human capital, personality (Ng et al., 2005) or objective career success (Judge et al., 1995) may be considered for future research. Moreover, one of the potential limitations of this study is reverse causality as a result of the use of a cross-sectional method. That is, employees with higher work engagement give more importance to their job compared with those with lower work engagement (Britt and Bliese, 2003) and thus, it could be argued that the former think more positively when their expectations are met by their organization. For this reason, longitudinal studies might help provide a better understanding of the relationships among the variables. Finally, generalizability of the outcomes of this study is limited owing to the small number of respondents involved and consequently, more extensive surveying needs to be conducted to establish whether or not the findings can be generalized.

5.2. Implications for Practitioners

The findings of this study have some implications for both research and practice. The current research provides empirical evidence that organizations can have positive effects on their employees in terms of subjective career success. It is thus recommended that organizations that want to increase their employees' perceived career success should take into account employees' work values.

Moreover, it could prove beneficial if organizations consider work values fit during the employee selection process. Also, organizations make themselves aware of employees' work values, for discussing these as well as being cognizant of their preferences could help to reduce dissatisfaction and conflict within the workplace. The results of this study revealed that work engagement is positively related with subjective career success. Finally, when organizations hire individuals with high levels of work engagement, they tend to be more satisfied with their career path, which results in higher organizational commitment, more robust psychological well-being and lower intention to leave.

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