

# Proactive Career Behaviors and Subjective Career Success: The Effects of Per-ceived Organizational Support and National Culture

Astrid Reichel

Universität Salzburg

## **Abstract:**

In careers literature as well as public discourse there is broad consensus that in a very dynamic, boundaryless career context, individuals need to proactively manage their careers in order to be successful. This study examines the impact of proactive career behaviour on subjective career success, tests how individual career initiatives interact with organizational career support and if similar relationships between proactivity and career success are found across different cultural contexts. Hypotheses were tested on a large-scale sample of 11,892 employees from 22 different countries covering nine out of GLOBE's ten cultural clusters. As expected, we found a positive relationship between proactive career behaviours and subjective career success. Our results also showed that the moderation effects differ between subjective career success dimensions (financial success and work-life balance). Perceived organizational support and in-group collectivism strengthened the positive relationship between proactive career behaviours and work-life balance, but not the relationship with financial success; whereas uncertainty avoidance weakened the relationship between proactive career behaviours and financial success, but not the relationship with work-life balance. Interestingly, we found as much support for a 'counter-culture advantage' as for culture fit. Overall, our findings support the importance of treating career success as a multidimensional construct, and highlight the complex role of organizational and cultural context in influencing the consequences of proactive career behaviours.