

A Systematic Literature Review of Shockley's Subjective Career Success Inventory (SCSI) and its Application to Career Satisfaction Development in Indonesia

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Abstract. The Subjective Career Success Inventory (SCSI) can be applied to and understood by the Indonesian work culture, which has unique social norms, collectivism, and a hierarchical structure. This study aims to analyze the suitability and relevance of SCSI based on empirical findings on career satisfaction development, synthesize the factors influencing subjective career success in the Indonesian context, and identify the research gaps arising from the question of how Shockley's Subjective Career Success Inventory (SCSI) can explain and support the understanding of career satisfaction development within Indonesia's socio-cultural and organizational landscape. The review process adheres to methodological standards and PRISMA guidelines to ensure transparency, involving thematic analysis that examines the eight dimensions of the SCSI while considering the local cultural context to develop a culturally valid and relevant measurement of subjective career success in Indonesia. The literature review results indicate that career success in the SCSI dimensions encompasses eight main aspects influenced by various individual, social, and cultural factors. In Indonesia, the interpretation and realization of career success are greatly influenced by social norms, collectivist values, and the balance between self-authenticity and harmony in the workplace, resulting in a unique dynamic and challenges in the concept of career success shaped by cultural context. These findings contribute significantly to enriching the understanding of subjective career success by highlighting how the Indonesian cultural context shapes the dynamics of authenticity, social influence, and the meaning of work that impact the achievement of holistic career success.

Keywords: Indonesian culture; job satisfaction; subjective career satisfaction; self-authenticity; social norms

The development of career satisfaction studies over the past two decades has seen an important shift away from the use of objective indicators to subjective indicators that assess how individuals perceive and assess personal professional success. This shift is particularly relevant in the context of an increasingly flexible, dynamic, and psychologically oriented modern world of work. In this realm, the concept of subjective career success (SCS) is seen as more able to holistically capture the psychological well-being, motivation, and career experiences of individuals (Jansen et al., 2022). Several

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multidimensional theoretical models have been developed to capture the complexity of SCS, as proposed collectively assert that the meaning of career success depends on the meaning of the individual to the various dimensions of one career life (Gattiker & Larwood, 1986; Greenhaus et al., 1990; Parker & Arthur, 2002).

Refers to the ground-up Shockley et al. (2016) developed a Subjective Career Success Inventory (SCSI) that integrates eight key dimensions, namely career satisfaction, achievement, competence development, work–life balance, recognition, authenticity, meaning, and growth. This instrument is more comprehensive and integrative than previous models because it captures the psychological, relational, and existential aspects of the modern career experience. Global studies attest to the validity and reliability of SCSI across a range of cultural and population contexts, including in the Australian workforce and across countries (Koekemoer et al., 2023). In several of these studies, according to (Shockley et al., 2016) SCSI consistently demonstrates strong psychometric properties, such as high internal consistency ($\alpha > .80$), according to Koekemoer et al. (2023), stable factor structures, and cross-cultural measurement equivalence, indicating that the instrument performs robustly across diverse cultural and occupational settings. In addition, recent research highlights the role of SCS influenced by learning opportunities, occupational social support, perceived overqualification, career crafting behavior and proactive personality. Although global findings are growing, SCSI studies in the Indonesian context are still limited and generally only focus on basic adaptation of instruments (Ingarianti, Suhariadi, & Fajrianti, 2022; Ingarianti et al., 2020).

Research in Indonesia can be seen from the use of career satisfaction indicators that still tend to be unidimensional and do not reflect the complexity of work experience influenced by collectivistic culture, social values, religiosity, and hierarchical local organizational dynamics (Salim & Novanto, 2022). The adaptation and initial testing of the SCSI has not been followed by studies exploring its eight dimensions in depth. This exploration is crucial to understanding the mechanism of work and the manifestation of these dimensions in the career experience of Indonesian workers. According to (Ananda et al., 2022) the unique characteristics of the Indonesian context can influence the perception and evaluation of a career.

As a collectivistic society, career choices and evaluations are often shaped by family expectations, community norms, and relational obligations, while hierarchical organizational structures further shape perceptions of opportunity, autonomy, and professional growth (Ingarianti & Pratiwi, 2024). In addition, Indonesia's labor market dynamics, ranging from regional disparities in job opportunities to the rapid expansion of the digital economy and the prevalence of informal employment create distinctive interpretations of career stability, adaptability, and success (Syahfitri & Salendu, 2023). The lack of a comprehensive exploratory approach results in a partial understanding of subjective career success in Indonesia, thus failing to capture the true psychosocial dynamics in the local world of work. Therefore, more in-depth and comprehensive research is needed to examine the interaction of SCSI dimensions within the socio-cultural and organizational frame of Indonesia.

This article aims to fill the gaps, namely (1) analyzing the suitability and relevance of SCSI based on empirical findings of satisfaction development, (2) synthesizing factors that influence the

development of subjective career success in the Indonesian context, and (3) identifying research gaps that need further attention. The main question raised was, "How can Shockley's SCSI explain and support the understanding of career satisfaction development in the socio-cultural and organizational context in Indonesia?" This review is expected to make a substantial contribution to the development of career research in developing countries and strengthen the relevance of the SCSI model in Indonesia's cultural situation, while also providing practical benefits for policymakers, educational institutions, HR practitioners, and career counselors in designing culturally responsive career development programs, improving assessment tools, and formulating interventions that better align with the psychosocial realities of Indonesian workers.

Methods

This study adopts the systematic literature review (SLR) approach to identify, evaluate, and synthesize literature related to the SCSI, especially in the Indonesian context. The SLR method is designed based on methodological procedures in the field of social sciences according to (Kitchenham, 2004) and the PRISMA guide 2020 update, thus ensuring that the process of searching, filtering, and reporting data takes place in a transparent and structured manner. This approach is crucial to maintaining the credibility and systematicity of a comprehensive and scientifically traceable review.

The scope of the study was prepared with inclusion criteria, namely articles that research or use SCSI directly or indirectly, were published between 2012 and 2024, and are available in full text format in Indonesian or English. While the exclusion criteria include non-peer-reviewed articles such as opinions and editorials, as well as studies that do not examine the SCSI dimension as developed. This restriction also adheres to the International Test Commission's Psychological Instrument Adaptation Guidelines ("ITC Guidelines Translating and Adapting Tests (Second edition)." 2017), which affirm the importance of validity and reliability standards in psychological measuring instruments, in order to produce a valid and relevant literature synthesis (Ingarianti, Suhariadi, & Fajrianti, 2022; Ingarianti, Suhariadi, Fajrianti, & Kristiana, 2022; Shockley et al., 2016).

A search strategy using a combination of the keywords "Subjective Career Success Inventory," "SCSI adaptation," "career satisfaction," "subjective career success," and "cultural context of career success" with Boolean operators AND/or was conducted in national and international databases such as Scopus, SINTA, Elsevier, and MDPI until December 2024. This approach was formulated to adjust the initial findings related to SCSI, including instrument adaptation. From the search process, 127 articles were obtained, which then went through a selection cycle by following four stages of PRISMA: identification, screening, eligibility assessment, and inclusion, thus obtaining 9 articles that match the criteria for further analysis.

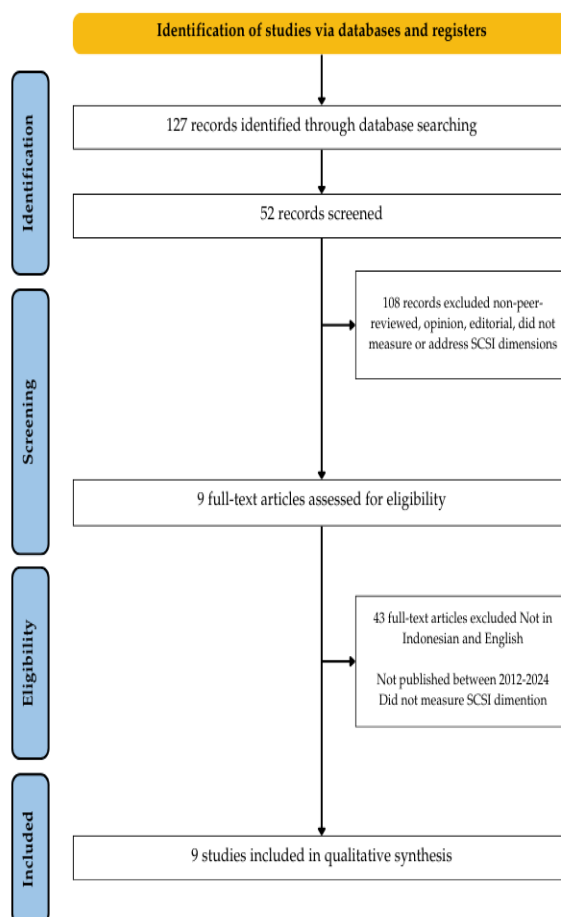
In the data extraction phase, two reviewers independently collected the main information from each article, covering the study methodology and the use of SCSI instruments, as well as the reported validity and reliability with the high reliability ($\alpha > 0.90$) described by Shockley et al. (2016) and supported by local adaptation studies. SCSI dimensions analyzed include: recognition, quality of

work, meaningfulness, influence, authenticity, personal life, growth and development, and satisfaction. Furthermore, the findings are reviewed using thematic analysis based on Briscoe et al. (2021), ensuring systematic interpretation of data and openness in narrative presentation as well as concise tables.

In addition to mapping the use of SCSI in various groups of workers in Indonesia, including teachers and millennials, this study also examined psychological variables related to SCS, such as psychological capital and work-life balance (Tania & Rosari, 2021). This approach provides an overview of usage patterns, trends in results, and areas of research that are still under worked. With the working structure of SLR based on PRISMA, the study managed to process and report findings in an accountable manner, with empirical reinforcement from local studies, thus strengthening the credibility of the synthesis in understanding and developing SCSI in the Indonesian context.

Figure 1

PRISMA Diagram for the SCSI Systematic Review



Result

This section presents the research findings and synthesis of insights from a systematic review of nine selected articles examining SCS in Indonesia using Shockley's SCSI. Initially, key characteristics of these studies, research context, participants, measurement instruments, and main findings are summarized in a table to provide a comprehensive, structured overview of the analyzed empirical base. These findings are then thematically synthesized using a multidimensional career satisfaction framework, emphasizing interactions among individual, relational, organizational, and socio-cultural factors. Specifically, this study addresses research gaps by (1) evaluating the suitability and relevance of SCSI based on empirical evidence of career satisfaction development, (2) synthesizing factors influencing SCS development in the Indonesian context, and (3) identifying gaps requiring further investigation. The main research question is, "How does Shockley's SCSI explain and support understanding of career satisfaction development in Indonesia's socio-cultural and organizational contexts?" This approach yields results that extend beyond descriptive reporting to serve as an analytical foundation, enhancing theoretical and empirical contributions to career research in developing countries and affirming the SCS model's relevance in Indonesian culture. See Table 1

Table 1

Selected articles included in the systematic literature review

| No. | Authors (year) | Title | Participants | Measures | Key findings |
|-----|--|--|---|--|---|
| 1 | Ananda et al. (2022) | Teachers' subjective career success: A view from gender and demographic background | 320 teachers in Indonesia | Subjective Career Success Inventory | Demographic factors such as gender, length of service, and employment status significantly influenced specific dimensions of teachers' subjective career success, whereas domicile, income, and educational background showed no significant effects. |
| 2 | Muchtar and Qamariah (2023) | Does gender matter in the relationship between individual absorptive capacity and subjective career success? | 103 active lecturers at Universitas Sumatera Utara, Medan | Short Networking Behavior Scale; Subjective Career Success Inventory | Individual absorptive capacity mediated the relationship between networking behavior and subjective career success. Gender significantly moderated this relationship, with women demonstrating stronger networking behavior and men showing stronger absorptive capacity in achieving career success. |
| 3 | Ingarianti, Suhariadi, and Fajriantithi (2022) | The effect of antecedents of teachers' subjective career success | 320 teachers in Indonesia | Career Measure; Commitment Scale; Leader-Member Exchange Multidimensionality; Perceived Organizational Support Survey; Subjective Career Success Inventory | Both internal factors (career and professional commitment) and external factors (leader-member exchange and perceived organizational support) significantly contributed to teachers' subjective career success, with internal antecedents showing stronger associations. |
| 4 | Dwiyanti et al. (2025) | Islamic workplace spirituality and subjective career success among Indonesian Muslim teachers: The mediating role of career commitment | 200 Muslim teachers in Indonesia | Career Commitment Measure; Islamic Workplace Spirituality Scale; Subjective Career Success Inventory | Islamic spiritual practices, particularly <i>istiqamah</i> and <i>taqarrub</i> , significantly enhanced career commitment and subjective career success. <i>Muraqabah</i> showed no direct effect, indicating varied impacts of spiritual dimensions on career outcomes. |

Table 1 (*Continued*)

| No. | Authors (year) | Title | Participants | Measures | Key findings |
|-----|-------------------------------|--|--|---|---|
| 5 | Syahfitri and Salendu (2023) | The role of optimism in subjective career success of millennial employees: Job crafting as a mediator | 295 millennial employees in Indonesia | Subjective Career Success Inventory; Psychological Capital Questionnaire; Job Crafting Questionnaire | Optimism positively influenced subjective career success and job crafting. Employees with higher optimism reported greater career confidence, reduced perceived obstacles, and improved career satisfaction. |
| 6 | Nuzulia et al. (2024) | Do people high in dark traits have a better life? The role of dark personality traits on objective and subjective career success in an Indonesian collectivist society | 522 individuals in leadership positions in Indonesia | Short Dark Triad Scale; Subjective Career Success Inventory | Narcissism positively predicted objective and subjective career success, psychopathy had a negative effect, and Machiavellianism showed no significant relationship, highlighting the complex role of dark traits in collectivist cultures. |
| 7 | Halvireski and Salendu (2022) | The role of environmental career resources as a mediator between optimism, self-esteem, and subjective career success among millennial employees | 237 millennial employees in Indonesia | Subjective Career Success Inventory; Psychological Capital Questionnaire; Rosenberg Self-Esteem Scale; Career Resources Questionnaire | Optimism and self-esteem positively affected subjective career success, with environmental career resources partially mediating the effect of optimism on career outcomes. |
| 8 | Putri and Ingarianti (2024) | The relationship between grit and subjective career success among teachers | 300 teachers in Indonesia | Grit-O Scale; Subjective Career Success Scale | Higher levels of grit, characterized by sustained enthusiasm and perseverance, were associated with greater subjective career success among teachers. |
| 9 | Muchtar and Qamariah (2023) | The role of innovative work behavior as a mediator between inclusive leadership and subjective career success | 133 employees of state-owned enterprises in Medan, North Sumatra | Innovative Work Behavior Scale; Subjective Career Success Inventory | Inclusive leadership positively influenced subjective career success both directly and indirectly through innovative work behavior, fostering employee empowerment and career satisfaction. |

Suitability and Relevance of the SCSI in Explaining Career Satisfaction Development in Indonesia

Synthesis of findings from nine empirical articles indicates that the SCSI demonstrates strong conceptual validity and empirical relevance in elucidating career satisfaction development within the Indonesian context. This is evidenced across diverse professional populations, including 320 teachers, 103 lecturers at the University of North Sumatera, 200 Muslim teachers, 295 and 237 millennial employees, 522 organizational leaders, 300 teachers, and 133 employees of state-owned enterprises in Medan. The SCSI consistently measures subjective dimensions of career satisfaction, encompassing financial satisfaction, career progress, work-life quality, work meaning, personal achievement, work-life balance, and overall psychological satisfaction. These dimensions align closely with Indonesia's collectivist cultural characteristics, which emphasize social harmony, long-term professional commitment, and values of mutual cooperation (*gotong royong*) and collective well-being. Consequently, the instrument effectively captures holistic and contextually grounded career perceptions.

The relevance of the SCSI is further evident from its adaptation across these studies, including unique samples such as Muslim teachers influenced by Islamic spirituality, state-owned enterprise employees amid inclusive leadership dynamics, and millennials facing work adaptation challenges. Findings from Ananda et al. (2022) indicate that demographic factors such as gender, tenure, and employment status significantly influence specific SCSI dimensions (e.g., career progress satisfaction among women), while Ingarianti, Suhariadi, and Fajrianthi (2022) confirm the impact of psychosocial factors like career commitment on intrinsic dimensions (beyond total scores alone), thereby underscoring the instrument's flexibility and sensitivity to social-organizational contextual variations. This enables the SCSI to capture distinctive Indonesian local dynamics, according to Muchtar and Qamariah (2023), and the moderating role of gender in network absorption. In addition, according to Dwiyantri et al. (2025) the influence of *istiqamah* or *taqarrub* in work spirituality and Nuzulia et al. (2024) the prediction of narcissism on SCS in collectivist cultures rendering it superior to purely objective measures that overlook subjective and cultural nuances.

Determinants of Subjective Career Success in the Indonesian Context

The results of the synthesis showed that the development of SCS in Indonesia is influenced by a combination of individual, relational, organizational, and cultural-spiritual factors. Referring to the conceptual model of Sharma and Tiwari (2024) empirical findings in Indonesia show that SCS is formed by a dynamic interaction between individual-psychological factors and relational-social factors that reinforce each other. Individual-psychological factors such as optimism, grit, self-esteem, career commitment, professional commitment, and individual absorptive capacity, as well as personality traits have been shown to consistently contribute to perceptions of career success (Apriliani & Ingarianti, 2023; Ingarianti, Suhariadi, Fajrianthi, & Kristiana, 2022).

Optimism, in particular, serves as a key psychological resource that encourages job crafting, career focus, and a more positive meaning of work (Halvireski & Salendu, 2022; Syahfitri & Salendu, 2023). In the context of Indonesian collective culture, certain personality expressions are mediated by social norms; adaptive narcissism can positively impact subjective career success, while psychopathy actually inhibits it, indicating the existence of cultural boundaries that regulate the legitimacy of individual behavior in career achievement (Nuzulia et al., 2024). At the same time, relational and social factors, such as networking behavior, the quality of leader-member exchanges, and inclusive leadership become crucial social capital. The findings of Muchtar and Qamariah (2023) show that gender moderates the relationship between social networks and subjective career success, where women are more effective in utilizing social relationships, while men are more prominent in individual absorptive

aspects, emphasizing that career satisfaction in Indonesia is strongly influenced by the quality of work relationships and social context.

In addition to individual and relational factors, organizational, contextual, and cultural-spiritual factors play an important role as antecedents and mediators in the development of career satisfaction. Perceived organizational support, innovative work climate, innovative work behavior, and inclusive leadership are proven to strengthen subjective career success directly or indirectly through psychological mechanisms and adaptive behavior (Ingarianti, Suhariadi, & Fajrianti, 2022; Muchtar et al., 2022). The findings align with Sharma and Tiwari's framework of positioning the work environment as an emotional and psychological ecosystem, rather than merely a formal structure. Furthermore, the Indonesian context shows distinctiveness through the presence of the spiritual dimension of Islam as an additional determining factor. Dwiyantri et al. (2025) revealed that *istiqamah* and *taqarrub* practices increase career commitment, which in turn reinforces subjective career success, while other spiritual dimensions show a more selective influence. This integration of religious, social, and moral values confirms that subjective career success in Indonesia is not individualistic in nature but is the result of synergy between personal resources, quality of social relations, organizational support, and cultural-spiritual values that live in the work culture of the community.

Research gap in SCSI-based Subjective Career Success study in Indonesia

Based on the synthesis of empirical findings, Shockley's SCSI proved effective in explaining the development of career satisfaction in Indonesia because of its multidimensional, contextual, and adaptive socio-cultural and organizational values. This instrument is able to capture psychological, relational, organizational, and spiritual dynamics simultaneously, while being relevant to a collective culture that emphasizes social relations, the meaning of work, and harmony. SCSI's flexibility is also evident from its ability to accommodate the integration of local variables, such as Islamic spirituality and cultural values, thus strengthening its conceptual validity in the context of developing countries. These findings not only extend the SCSI framework proposed by Sharma and Tiwari (2024) with empirical evidence from Indonesia, but also affirm the position of SCSI as a conceptual framework that explains career satisfaction as a result of complex interactions between individuals, organizations, and cultures, not just individual achievements that are objective.

The results of the synthesis also identify a number of research gaps that still require further attention. Most studies use a cross-sectional design, so the development of career satisfaction as a dynamic process throughout the career cycle has not been adequately described. In addition, the dominance of quantitative approaches limits the exploration of the subjective meaning of each dimension of SCSI based on the lived experience of Indonesian workers, so that a qualitative or mixed-method approach becomes an important agenda in the future. In addition, testing of cultural invariance and validity across groups, including gender, generation, employment sector, and region is still very limited, which opens up opportunities for further research development to ensure equality of the meaning of SCSI constructs in the diversity of Indonesian contexts. These gaps indicate that SCSI has great potential to continue to be developed, both as a measurement instrument and as an analytical framework in the development of career research in developing countries.

Discussion

Synthesis and Theoretical Relevance

Based on the results of the systematic literature review, nine empirical articles show that the SCSI has conceptual relevance and a high level of suitability in explaining the development of career satisfaction in Indonesia. Its consistent use across a wide range of professional groups, from educators to industry workers to organizational leaders, demonstrates SCSI's ability to capture subjective experiences of career success in a stable manner across job contexts. These findings reinforce the arguments of Shockley et al. (2016) that career success cannot be reduced only to objective indicators such as promotion or income, but is a subjective construct influenced by the social and cultural context. Theoretically, this is in line with the protean career concept proposed by Hall and Chandler (2005), where career success is driven by personal meaning, internal values, and alignment with individual life goals, rather than simply hierarchical organizational structures. In the Indonesian context, according to Susana (2015) this paradigm is very relevant because the society is rooted in collectivistic values that emphasize social harmony, solidarity, and contribution to the community.

The authenticity and meaningful work dimensions in SCSI have strong conceptual flexibility to capture the variety of cultural and spiritual meanings of work in Indonesia (Anggrahaeni et al., 2025; Suyatno et al., 2021). Different from Western contexts that emphasize individualism and self-achievement, Ingarianti, Suhariadi, and Fajrianthi (2022) confirm that in Indonesia, dimensions such as meaningful work, authenticity, and personal life are interpreted within the framework of collectivist values, social harmony, and service orientation. In the context of education, for example, teacher career satisfaction is often built through the meaning of work as a form of social worship and moral contribution to society. Meanwhile, in the industrial sector and formal organizations, the dimensions of influence, recognition, and career growth become more prominent when supported by inclusive leadership and a supportive work climate (Widiani & Yani, 2024). This variation demonstrates SCSI's flexibility in capturing subjective meaning across sectors, while asserting the importance of cultural and spiritual translation in the interpretation of its measurement results.

Furthermore, this finding confirms that the global SCS literature is still dominated by Western and Chinese culture-based studies, so that research in other cultural contexts such as Indonesia becomes very significant. Both emphasize the importance of self-actualization through true self-expression (Chen & Murphy, 2019; Slabu et al., 2014). Within the framework of Indonesian culture, the dimension of authenticity has its own dynamics. Rogers (1946) and Maslow (1968) both emphasize the importance of self-actualization through true self-expression, but in cultures that uphold social harmony, self-expression must take into account collective norms. Explained by Aditama and Purbasari (2024) Indonesia has written and unwritten social norms that function to maintain calm and organizational harmony. Therefore, as Djamil (2023) notes, excessive expression of personal honesty can generate interpersonal conflicts. Thus, authenticity in the Indonesian context needs to be interpreted as a balance between self-expression and adherence to social norms.

Cultural Context and Meaning of Career Success

Indonesia's rich and diverse culture presents various manifestations of the meaning of work and career success. In the Moluccas, for example, the spirit of *masaurat* (which emphasizes solidarity and mutual remembrance) reflects the importance of togetherness in achieving success (Amir et al., 2021; Caesar Akbar et al., 2023). In Sundanese culture, the value of togetherness is reflected in the saying "*babarengan sok sanajan dina higa, rugi, atawa cilaka*," which emphasizes the importance

of surviving together in difficult circumstances (Afif & Syihabuddin, 2024). Meanwhile, in Balinese culture, the "*Vasuidhaiva Kutumbhakam*" concept emphasizes social responsibility and the sustainability of a harmonious work environment (Widiani & Yani, 2024).

These values show that the meaning of work for Indonesians is strongly linked to social contribution and relational balance, not merely individual achievement. Meaningfulness of work in Indonesia itself: the Buginese people make the value of *sirri'* or honor, an indicator of career success (Abdul Rokhmat, 2011). Javanese people emphasize the spirituality of work through the principle of "*nrimo ing pandum*" (Rakhmawati, 2022). The Minangkabau people assess career success through the ability to spread benefits for family and community after achieving material stability (Mustafid & Prasetyo, 2019). In addition, the Bakumpai Dayak people interpret work as a form of cultural dedication and preservation of traditional arts (Rahmaniar et al., 2017). This diversity confirms that the SCS paradigm in Indonesia is closely connected with the value of spirituality, morality, and social identity.

Work Dynamics and Life Balance

In the context of work-life balance, the family plays an important role in shaping an individual's career satisfaction. Saputra et al. (2021) found that many individuals have difficulty meeting the demands of multiple roles, especially women who have to balance roles as workers, wives, and mothers. In addition, Park (2010) states that this pressure often increases stress and decreases career satisfaction. Strong family values in Indonesian society make the balance between professional responsibilities and personal life an important dimension of SCS. The quality of work is also an important indicator in the perception of career success in Indonesia. However, the value held is not only efficiency or work results, but also the harmony of relationships between colleagues, adaptability, and social care (Wati et al., 2024). A collectivistic culture encourages employees to maintain good interpersonal relationships and show mutual respect. Even so, public perceptions still often associate success with position, salary, or social status (Fridayanti et al., 2022). Professions such as doctors, lecturers, or civil servants are often considered prestigious, but the younger generation is now starting to redefine success more subjectively by emphasizing life balance and self-autonomy (Windiyanti et al., 2024).

Theoretical and Practical Implications

This synthesis has important implications for the theory and practice of career development in Indonesia. Theoretically, the results of the study support the strengthening of the humanistic career development approach Hall and Mao (2015) by emphasizing psychological well-being, social connectedness, and spiritual meaning. In the practice of counseling and HR, SCSI can be applied as an alternative assessment tool that reflects the subjective well-being and cultural preferences of Indonesian workers (Priyambodo et al., 2021). At the policy level, these findings underscore the need to reform career success indicators that assess not only economic dimensions, but also psychological, social, and spiritual well-being, as aligned with the Decent Work and Wellbeing Indicators framework. The integration of cultural and religious values in HR policies is believed to strengthen organizational morality and reduce work alienation, as well as support the sustainability of an inclusive and contextual national career ecosystem (Shefin et al., 2018).

Limitations

This review is subject to several limitations. First, the evidence synthesized is largely drawn from cross-sectional studies, which restricts causal inference and limits understanding of subjective career success as a dynamic process across career stages. Second, the predominance of quantitative self-report

designs may not fully capture the nuanced, cultural, and spiritual meanings embedded in key SCSI dimensions such as authenticity, meaningful work, and personal life, particularly within the Indonesian context. Third, the reviewed studies primarily focus on specific professional groups, such as educators and formal-sector employees, resulting in limited representation of informal workers, lower-educated populations, and rural settings, thereby constraining generalizability. In addition, the relatively small number of published studies raises the possibility of publication bias, while the lack of systematic testing of SCSI construct invariance across gender, generations, sectors, and organizational contexts limits conclusions regarding the equivalence of meanings across diverse Indonesian groups.

Conclusion

This review demonstrates that the Subjective Career Success Inventory (SCSI) is a relevant and valuable instrument for assessing career satisfaction development in the Indonesian context, provided that appropriate cultural adaptation is undertaken. While the eight dimensions of the SCSI remain applicable, their interpretation is distinctly shaped by Indonesian sociocultural values, particularly collectivism, social harmony, hierarchy, and spirituality. Within this context, expressions of authenticity, influence, and career achievement are often negotiated in relation to social norms and relational expectations.

Subjective career success in Indonesia emerges as a dynamic and multidimensional construct influenced by the interaction between internal factors (e.g., career commitment, spirituality, optimism, and personal agency) and external factors (e.g., organizational support, inclusive leadership, and workplace climate). This review also highlights several important gaps in the existing literature, including the limited diversity of study populations and the need for measurement tools that more explicitly reflect local cultural meanings. Overall, this study contributes to a more holistic understanding of subjective career success and provides a conceptual foundation for the development of culturally responsive interventions aimed at fostering meaningful and subjectively satisfying career trajectories among Indonesian workers.

Implications

To further advance this field, future research should employ longitudinal designs to capture the dynamic nature of subjective career success across different career stages and transitions (Briscoe et al., 2021). In addition, qualitative and mixed-methods approaches, such as phenomenological or narrative inquiry (Creswell & Poth, 2018), may offer deeper insights into the lived career experiences of Indonesian workers and the meanings they attach to career success.

An important methodological agenda for future studies involves testing measurement invariance of the SCSI across gender, generations, occupational sectors, and cultural subgroups to ensure construct equivalence within Indonesia's diverse workforce. By integrating cultural values, spirituality, and subjective well-being more explicitly into theoretical models, future research can contribute to the development of a more contextually grounded and culturally reflective framework of subjective career success.

Recommendations

The findings of this review also have significant implications for career development practice, organizational management, and policy formulation. The consistent relevance of the SCSI underscores the importance of understanding career success beyond objective indicators, emphasizing subjective dimensions such as meaningful work, authenticity, relational quality, and work-life balance.

Accordingly, practitioners in career counseling, human resource development, and leadership training are encouraged to use the SCSI as a complementary assessment tool to capture employees' subjective evaluations of their career success.

From an organizational and policy perspective, interventions should prioritize supportive and inclusive leadership, psychologically safe work environments, and opportunities for personal and professional growth. Moreover, career development and human resource policies—particularly in education and public-sector organizations—are encouraged to incorporate psychosocial and spiritual well-being as central indicators of career success, in line with the cultural and social realities of the Indonesian context.

Declaration

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Author's Contribution

All authors conceptualize and design this study. C directs and approves the study. SAA conducts data collection and analysis as well as narrates findings. After receiving input from the editor, C redesigned the research flow and added several subheadings to the findings. Then, SAA filled in the subheadings, translated the manuscript, and sent it.

Conflict of Interest

The authors declare no conflicts of interest in the writing of this article.

Declaration of Generative AI in Scientific Writing

The authors declare that no generative AI technology was used in the preparation or writing of this manuscript. All content was produced entirely by the authors without any automated assistance. This declaration underscores our commitment to integrity in research and aligns with the methodological transparency emphasized throughout the review process, particularly in adhering to PRISMA guidelines and thematic analysis protocols.

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