

# From Career Shock to Career Success: Mediating Role of Career Resilience based on Event System Theory



ISBN 978-1-943295-24-1

**Biswa Prakash Jena**  
Alliance University  
(biswaresearch7@gmail.com)

**Stuti Das**  
Siksha 'O' Anusandhan Deemed to be University  
(stuti.research@gmail.com)

*This study investigates the impact of career shocks(CS) on career success(CSS). The relationship between positive career shocks and career success, with career resilience(CR) acting as a mediator, is examined. SEM data analysis was used to examine the relationship. The study's findings indicate that career resilience mediates the link between positive career shocks and career success. The study also utilized theories from event system literature to address employees' career shocks. The study offers significant insights for career consultants, HR professionals, and organizational leaders. These stakeholders can work towards creating a list of positive career shocks to achieve career success.*

**Keywords:** Career Shocks, Career Success, Career Resilience, Event system theory

## 1. Introduction

Career shocks are unexpected events caused by external factors that are beyond an individual's control and can significantly impact their career (Akkermans et al., 2018). Studies indicate that these career shocks may lead to either favourable career outcomes or unfavourable outcomes. The adaptability of an individual can result in varying outcomes following career shock, with a more positive outcome possible depending on the chosen coping strategy(Vukelic et al. 2021). There is currently a lack of understanding about the cognitive processes that influence an individual's characteristics, which in turn determine the coping strategies they employ. Understanding individual characteristics is crucial for mitigating the adverse effects of career shock. It is also well established that individuals who are resilient in their careers are capable of adapting to both types of career shock. The process of career resilience aids in enhancing psychological resources such as self-confidence, hope, optimism. An individual's ability to cope with, recover from, and adapt to negative career shock, uncertain circumstances, and challenging workplace scenarios. Individuals will be able to effectively manage emotional qualities such as self-awareness, self-management, and relationship management through resilience, thus enabling employees to navigate change management and ultimately chart a path for their own development and the ability to recover from work-related issues and inefficiencies.

As careers continue to evolve, individuals are now taking a proactive approach, adapting innovative strategies and assuming control of their professional lives. Comprehending the intricacies of individual and career success is of considerable significance. The contemporary workplace has shifted its focus on redefining career success, placing greater importance on subjective measures. This dimension involves a personal assessment that centres on individual importance. It demonstrates an individual sense of accomplishment, job satisfaction, work-life balance, and alignment with their personal values and goals within their career path. In today's globalised business environment, managing a career necessitates being resilient enough to cope with socio-cultural shifts and technological change, and continually acquiring new skills. Developing career resilience enables individuals to adapt to adverse career events, setbacks, and unforeseen circumstances, ultimately enhancing their ability to bounce back from setbacks and achieve a more successful career trajectory. The relationship between career resilience and career success has been highlighted in previous research as a means of coping with the complexities of one's individual career path. Combining adaptable capacities, people display more persistence and a proactive attitude, which they have inherited from their experiences in resilient careers.

This study made a significant contribution to the field of research by emphasising the importance of career resilience in achieving career success. Initially, this study addresses the need for research in the career shock area, which has received little attention to mitigate its detrimental effects. Secondly, by associating career shock with career success, this study fills a significant information gap in the literature on the positive impacts of career shock (Figure 1 illustrates the study's conceptual framework).

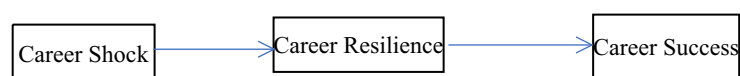


Figure 1 Shows the Proposed Model.

Experiencing a career shock can result in a strong desire for career success. Hence, we hypothesize the relationships between CS, CR and CSS as follows:

**H1.** CS is positively correlated to CSS.

**H2.** CS is positively correlated to CR.

We further take the lens on event system theory to examine the relationship between CS, CR and CSS (Figure 1):

**H3.** CR mediates the relationship between CS and CSS.

Recent studies on event systems theory (EST) examine the theory from an organizational viewpoint in an attempt to provide a more comprehensive explanation of organizational behaviour. Research on EST mostly focuses on the organizational level, but studies have shown that the concept is applicable across different levels of the organization (Morgensen et al. 2015), suggesting that events also affect individuals. EST aids in clarifying how events impact both relationships and processes, which are concerns shared by individuals and organizations alike. Events commonly trigger disruptions, causing people to reassess their viewpoints, which in turn results in unforeseen or unplanned alterations to their future actions.

## 2. Methodology

The primary objective of this study is to gain a deeper understanding of the connection between Career Shock (CSH) and Career Success (CSS). This study investigates the relationship between Career Shock and Career Success, as well as the influence of Career Resilience, based on data provided by 472 executives from the Indian service sector. Structural equation modelling (SEM) was utilised for the data analysis. The results of the study suggest that the connection between career shock and career success is influenced by an individual's career resilience.

We collected data from executives working in a variety of Indian service sectors. A non-probability sampling technique known as convenience sampling was used to select the respondents. The study consisted of 399 participants, with 117 females and 281 males. Several age groups, including those between 26 and 35, 36 and 45, 46 and 55, and those aged 55 or more, were specified. The ranges were assigned codes from 1 to 4. Respondents aged 26-35 made up the largest group, with 330 individuals, followed by 68 respondents aged 36-45, and a single person aged 46-55. The educational attainment codes were defined as follows: 1 denoted graduates, 2 represented postgraduates, 3 signified Ph.D. holders, and 4 was assigned to other courses. The breakdown of respondents' qualifications was 250 graduates, 147 postgraduates, and 2 individuals with Ph. D.s, as per the given list. Respondents' years of overall experience in an organisation were recorded on a scale from 1 to 7, with less than 3 years categorised as 1, 3-5 years as 2, 6-8 years as 3, 9-11 years as 4, 15-17 years as 5, and more than 18 years as 7. The 36 individuals with fewer than three years' experience, 266 with three to six years' experience, 82 with seven to ten years' experience, 12 with twelve to fourteen years' experience, and three with fifteen to eighteen years' experience comprised the respondents.

## 3. Results

We applied mediation analysis with Amos to examine the impact of Career Resilience (the mediator) between career Shock (the independent variable) and career success(dependent variable). The current inquiry ensured that the SEM and CFA were employed to analyze the data and produce findings.

			Estimate	S.E.	C.R.	P	Label
CSS	<---	CS	.081	.022	2.912	***	

As P value is significant, so here we can interpret that career shock (CS) has significant relationship with career success(CS).

			Estimate	S.E.	C.R.	P	Label
CR	<---	CS	.074	.024	2.617	.011	
CSS	<---	CS	.071	.022	2.467	.006	
CSS	<---	CR	.401	.051	6.304	***	

As P values are significant in each case, it can be deduced that CR partially mediates the link between CS and CSS. From the SEM analysis it is clear that the model is good fit to the data. CMIN=2.13; RMSEA=0.041; NFI=0.95, CFI=0.98, TLI=0.95 in line with the recommendation of HU and Bentler (1999). The figure above indicates that all the path loadings from latent constructs were significant. The study also checked for convergent validity to see if the items sufficiently captured variation in their particular dimensions. It is noted that all constructs have convergent validity larger than 0.50, assuring a sufficient Average Variance Explained (AVE), in accordance with the recommendations of Hair et al. (2014) and Hu and Bentler (1999). Additionally, it was discovered in this study that the measurement of discriminant validity for every component is higher than 0.70, which is acceptable by Hair et al (2014).

## 4. Discussion

Individuals who achieved career resilience were found to be able to develop themselves, thereby enhancing their career self-management skills. This research contributes to the knowledge of careers in three significant areas. According to EST, career shock is classified as a severe career crisis that has the potential to significantly disrupt one's career trajectory (Mitchell, T. R et al., 2001). Incumbents may feel disorganized in their current roles, which offer challenge in performing their duties. We propose that career resilience involves a dynamic process of adapting to evolving circumstances, which can stimulate a period of intensified learning and growth (Glavin, K. W et al, 2017).

## 5. Conclusion

The study's findings must be viewed in light of these significant limitations. The individuals participating in our research were affiliated with multiple different organisations. The majority of participants were under the age of 35 years. So our findings cannot be applied universally across different age groups of employees. The major drawback of single-source data collected exclusively from staff is its severe limitations. Addressing these limitations is crucial in furthering our knowledge of CS and CSS. The primary objective of the research was to investigate strategies for addressing the CS crisis. The research provides insight into how individuals and whom are capable of dealing with this career crisis. The ability to take advantage of a situation, known as CR, can turn a problem into a chance for growth.

## 6. Reference

1. Akkermans, J., Seibert, S. E., & Mol, S. T. (2018). Tales of the unexpected: Integrating career shocks in the contemporary careers literature. *SA Journal of Industrial Psychology*, 44(1), 1-10.
2. Glavin, K. W., Haag, R. A., & Forbes, L. K. (2017). Fostering career adaptability and resilience and promoting employability using life design counseling. *Psychology of career adaptability, employability and resilience*, 433-445.
3. Hair, J. F., Gabriel, M., & Patel, V. (2014). AMOS covariance-based structural equation modeling (CB-SEM): Guidelines on its application as a marketing research tool. *Brazilian Journal of Marketing*, 13(2).
4. Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.
5. Morgeson, F. P., Mitchell, T. R., & Liu, D. (2015). Event system theory: An event-oriented approach to the organizational sciences. *Academy of Management Review*, 40(4), 515-537.
6. Mitchell, T. R., Holtom, B. C., & Lee, T. W. (2001). How to keep your best employees: Developing an effective retention policy. *Academy of Management Perspectives*, 15(4), 96-108.
7. Vukelić, M., Džinović, V., Čizmić, S., & Petrović, I. B. (2023). A Study of career shocks from the perspective of personal construct psychology: Small business owners in the jaws of the COVID-19 pandemic in Serbia. *Journal of Constructivist Psychology*, 36(1), 22-44.