

Personal Growth Initiative in Work Setting: A Scoping Review

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Abstract: This study aims to realize a systematic review of personal growth initiatives. A literature review was realized through several sources: Airlangga Online Library, Summon, Science direct, Sage journal, Proquest, J-Store, DOAJ, SpringerLink, Emerald, and the Garuda portal with the help of the Covidence for systematic review program. Found 27 research articles, issued 3, and analyzed 24 research articles. The next step is to review the quality of the articles that have been obtained by involving two reviewers. The results of the 24 research articles finally found three themes related to factors that affect personal growth initiatives, outcomes of personal growth initiatives, and also interventions that have been carried out related to personal growth initiatives in the organizational context. The results of this study indicate that the factors that influence the personal growth initiative are divided into 2, namely personal factors (strength awareness, self-actualization, work-family strength, career adaptability, learning goal orientation, person-organization fit, development job experiences) and organizational factors. (transformational leadership, authentic leadership, and work empowerment). The outcomes of the personal growth initiative are employee engagement, career exploration, vocational identity, calling, posttraumatic stress, meaning in life, satisfaction, work motivation, psychological empowerment, intention to leave, and career commitment. Research related to interventions on personal growth initiatives, namely strength centered career counseling, talent management programs, the effect of strength-based job performance assessment, and strength interventions.

1 INTRODUCTION

In the 21st century era, work organizations depend on rapid technological advances that put pressure on employees and organizations in terms of performance and productivity (Kour et al., 2019). On the other hand, work organizations are also faced with several problems, where based on a survey conducted by Gallup's (2017) conducted in 155 countries, it shows that 85% of employees globally do not show engagement with companies that have an impact on organizational productivity and performance. Based on this, a strategy is needed to increase the understanding and motivation of organizational members to engage positively to increase organizational productivity and performance.

A number of studies have proven that positive psychology really helps the performance and productivity of humans and companies (Ezcurra, 2016; Kour et al., 2019). This is because the focus of positive psychology is on development, and a positive

perspective on the many factors that contribute to solid organizational performance (Elmuti et al., 2009). Positive psychology is an important contributor to success in the business world whether it is showing management, how to develop and use human capital, guiding organizational policies, or enabling workers to give their best contribution (Froman, 2010).

One of the concepts rooted in positive psychology is personal growth (Le Cunff, 2019). Personal growth is the main pillar in psychological well-being. This concept is one of the six factors of psychological well-being developed by (Ryff & Keyes, 1995). Personal growth is a lifelong process of developing self-awareness, identity, talent as human capital in achieving the best quality of life and performance at work (Le Cunff, 2019). According to DeCarvalho (1990) individuals who are most prepared for change throughout the life span are those who have a high level of intentionality in the growth process. Related to this construct, personal growth is important. Personal growth initiative is a concept that describes

the process in which individuals are actively and intently engaged in the process of personal change in a domain of life (Robitschek & Kashubeck, 1999). This concept involves cognition, behavior, attitude and motivation (Robitschek & Keyes, 2009). Personal growth initiatives are shown when individuals are actively seeking personal growth experiences and intend to involve themselves in the development process (Le Cunff, 2019).

The personal growth initiative was first developed by Robitschek (1998) by taking the general population aged 17-66 years. According to Robitschek (1999) personal growth can be applied in various areas of life, both for student contexts, clinical contexts and organizations. Several studies related to PGI in the organizational context that have been carried out previously were not only conducted on the subject of employees or leaders but also in the context of students who will prepare to enter the world of work ((Bott & Duffy, 2015a; De Jager-van Straaten et al., 2016a) ; Robitschek & Cook, 1999) A systematic review related to the personal growth initiative was previously carried out by Freitas, Toba, Damasio & Koller (2016) by reviewing 47 articles consisting of 35 articles with educational context, 8 general subject articles, 2 clinical context articles, and 2 articles on organizational context. Based on the disbursement that has been done, the author found that there has been no review regarding personal growth initiatives, especially in the organizational context. Meanwhile, according to van Woerkom & Meyers (2019), it is necessary to understand the organizational context in PGI research because according to Scandura & Williams (2000) there is a difference in understanding the general context with the context of education. With student subjects, the characteristics of the educational context with a unique sample of students make it more open to outside influences than the general population, as well as strong cognitive abilities (Oosterwijk, 2016).

Empirical studies have shown that personal growth initiatives are associated with several positive functions in individuals (Ayub & Iqbal, 2012; Shigemoto et al., 2017) and within organizations (Vaksalla & Hashimah, 2015). The function of the individual shows some research results that personal growth initiative has an effect on the meaning of life and also life satisfaction in individuals. Finding the meaning of life requires a long process where personal growth is needed by individuals in perceiving a positive meaning in life and finding satisfaction in life. Meanwhile, the function in the organizational realm, namely personal growth initiative, involves being open to change and adapting

to the good things in life (Meyers et al., 2015) so as to enable a person not to give up easily in the learning process which in turn increases engagement with the company. Personal growth initiatives will help individuals in organizations to achieve career success in a work environment required for continuous learning and adaptation (Meyers et al., 2015), and contribute to their mental and psychological health functioning (Robitschek & Keyes, 2009; Weigold et al., 2013). On the other hand, personal growth initiatives benefit organizations because employees who are proactive about their personal development are better, stay healthy, vital, and productive in the face of high environmental demands and also help individuals to focus on their career development (London & Smither, n.d.). Teonata & Yuliawati's research (2020) also found that personal growth initiatives have an effect on career commitment in the millennial generation, where this generation dominates the current workforce.

Lack of personal growth initiative skills is associated with negative impacts on people's lives. It has been observed that low levels of personal growth initiative are associated with difficulty in adapting to new contexts, so that those involved experience higher levels of stress and anxiety and lower levels of life satisfaction (Stevic & Ward, 2008; Weigold et al., 2013; Weigold & Robitschek, 2011). Difficulty in identifying personal growth opportunities is also related to the adoption of ineffective coping strategies, such as the general use of emotion-focused coping strategies rather than the use of problem-focused strategies (Weigold & Robitschek, 2011).

For this reason, a scoping review of personal growth initiatives in the organizational context is necessary, with the aim of analyzing studies that investigate what influences personal growth initiatives, what are the outcomes of personal growth initiatives, and what interventions have been carried out regarding development. personal growth initiative especially in organizational context.

2 METHODS

A systematic literature review related to the PGI concept was carried out, without setting a date limit. A total of 9 databases were used as references (Airlangga Online Library, Summon, Science direct, Sage journal, Proquest, J-Store, DOAJ, SpringerLink, and Emerald) with the help of the covidence for trial program. The covidence for trial program has a limitation, namely a maximum of 500 articles that can be analyzed so it is necessary to first sort out from 9

databases to be included in the zotero program to be connected to the covidence program. The descriptor used in the search was “personal growth initiative” “work” “organization”. in English, Indonesian (personal growth initiative) “work” “organization”. The descriptor must be in the abstract or the body of the text. The research selection criteria were: empirical studies; published in a peer-reviewed journal; and written in English or Indonesian. All the procedures quoted above are realized from December 2020 to January 2021. After obtaining a journal that fits the scope of this research, the next step is to review the journal articles obtained by involving 2 reviewers using study quality assessment tools from the National heart, lung and blood institute (NHLBI).

3 RESULT

It was found that 27 studies, released 3, and 24 studies involving PGI construction were analyzed, 1 in the form of a dissertation, 2 in the form of a thesis and 21 in the form of a journal. The 24 studies found were published in English (see Figure 1).

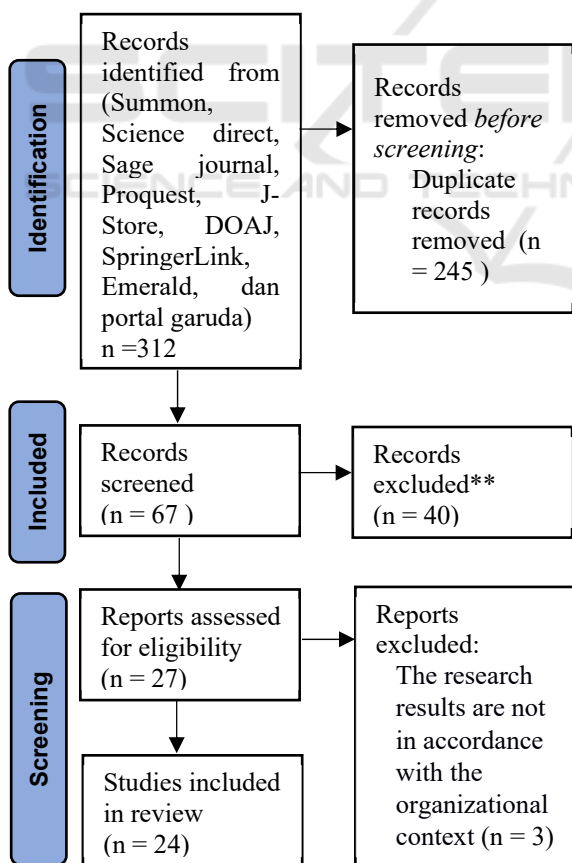


Figure 1: PRISMA flow diagram for literature search.

Based on the search years from 1999 to 2020, there has been an increase in publications over time, especially since 2016 (see Figure 2).

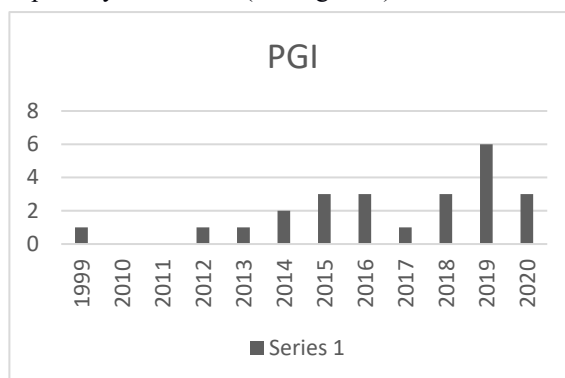


Figure 2: Articles published about the construct of personal growth initiative between 1999-2020.

Based on 24 articles that have been obtained with the help of the Covidence program in accordance with the scope of this research, the next 24 articles were assessed by the reviewer team. A total of 22 articles were assessed using the Quality Assessment Tool for Observational Cohort and Cross-Sectional Studies with 14 criteria and 2 articles were assessed by the Quality Assessment of Controlled Intervention Studies with 14 criteria. Based on the results of the article assessment involving two reviewers, it was found that the 24 articles met several criteria and could be used for further processing.

The relationship between PGI and other variables became the focus of 24 studies. Ten studies used PGIS, and fifteen studies used PGIS-II. Twenty articles researched with a sample of employees, 5 articles with a sample of students who will prepare themselves to enter the world of work. For details of these results, this topic and the studies that compose it, are shown separately.

Table 1: Characteristics of the articles analyzed.

No	Authors /Year of Publication	Judul	Instrumnt	Sample	Country	Reliability (α)	Test retest reliability
1	Robitschek & Cook, 1999	The Influence of Personal Growth Initiative and Coping Styles on Career Exploration and Vocational Identity	PGIS	206 College student	Amerika	.78 to .90	.84 for 1 week, .73 for 4 weeks, and .74 for 8 weeks.
2	Jeny, Rapheal & Paul, 2012	Self-Actualization and Personal Growth Initiative among the Teachers of Adolescents	PGIS	256 Teacher	Africa	0.78 - 0.90	0.74

Table 1: Characteristics of the articles analyzed (cont.).

No	Authors /Year of Publication	Judul	Instrument	Sample	Country	Reliability (α)	Test retest reliability
3	Ashton, 2013	Career adaptability in emerging adults: a foundation of personal growth.	PGIS-II	700 College student	Amerika		
4	Bott & Duffy, 2014	A Two-Wave Longitudinal Study of Career Calling Among Undergraduates:	PGIS	443 College student	Amerika	0.78 – 0.90	0.90 & 0.89
5	Jurica, 2014	Personal Growth Initiative and Calling: Intrinsic Motivation At Work.	PGIS-II	297 College student	Amerika	0.70	
6	Jager, 2015	Personal growth initiative among Industrial Psychology students in a higher education institution in South Africa	PGIS	568 College student	Africa		
7	Wang & Lee, 2015	The Effectiveness of Two Positive Career Counseling Modules for Working Parents in Taiwan.	PGIS	51 Employee	Taiwan	0.90	
8	Roover, 2015	The influence of talent management on personal growth initiative and the mediating role of perceived organizational support and the moderating role of culture	PGIS-II	172 Employee	Belanda	0.93	
9	Zee, 2016	Managing high potential employees: the impact of transformational leadership on behavioural outcomes and the moderation effect of role stress	PGIS-II	146 Employee	Belanda	0.89	
10	Ghielen, 2016	Increasing personal growth initiative using strengths-focused developmental performance appraisals.	PGIS-II	97 Employee	Belanda	0.93	
11	Borowa, 2016	Posttraumatic stress and growth in student service members and veterans: The role of personal growth initiative	PGIS-II	136 Militer	Polandia	0.93	
12	Srivastava, 2017	Does personal growth initiative lead to impression management: role of personality?	PGIS	324 Middle management	India	0.87	
13	Borowa, 2018	Personal growth initiative's relation to life meaning and satisfaction in a polish sample	PGIS-II	530 Polisi	Polandia	0.90 – 0.94	
14	Oosterwijk, 2018	Strength Awareness and Personal Growth Initiative	PGIS-II	223 Employee & manager	Belanda		0.93
15	Wang & Tien, 2018	The Relation of Career Adaptability to Work-Family Experience and Personal Growth Initiative Among Taiwanese Working Parents.	PGIS	598 Employee	Taiwan		0.66-0.78
16	Adekunle, Adeola & Abdulrahoman, 2019	Need for achievement, personal growth initiative as covariates of work motivation	PGIS	250 Employee	Nigeria		0.61 0.74 after 8 weeks
17	Matsuo, 2019	Personal growth initiative as a predictor of psychological empowerment: The mediating role of job crafting	PGIS-II	320 Employee	Jepang		0.87 – 0.91
18	Matsuo, 2019	Empowerment through self-improvement skills: The role of learning goals and personal growth initiative	PGIS-II	365 nurse	Jepang		0.86
19	Srivastava, 2019	Linking conservation of resource perspective to personal growth initiative and intention to leave: Role of mediating variables	PGIS	382 Employee	India		0.82 – 0.92
20	Teonata, 2019	The role of perceiving calling in career as a mediator in the relationship between personal growth initiative and career commitment among millennials	PGIS-II	College student	Indonesia		0.72 – 0.78
21	Woerkom, 2019	Strengthening personal growth: The effects of a strengths intervention on personal growth initiative	PGIS-II	84 Employee	Belanda		0.78 – 0.89
22	Joo, Park & Lee, 2020	Personal growth initiative: the effects of person-organization fit, work empowerment and authentic leadership	PGIS-II	Employee	Korea		0.93
23	Srivastava, 2020	Linking personal growth initiative and organizational identification to employee engagement: Testing the mediating-moderating effects in Indian hotel industry.	PGIS	382 Employee	India		0.76 – 0.91
24	Thapa & Singh, 2020	Resilience, Personal Growth Initiative and Employees Productivity at Workplace	PGIS-II	200 Employee	India		

3.1 Personal Growth Initiative and Relationships with Other Variables

3.1.1 Factors Affecting Personal Growth Initiative

Self-awareness and intentionality are key characteristics of PGI, (Robitschek & Cook, 1999) investigating how PGI is associated with other processes of personal growth. Previous studies have explored the factors that influence personal growth initiatives. Factors that influence personal growth initiatives that have been obtained from several previous research results can be categorized into 2 factors, namely individual factors and organizational factors. Based on individual factors, it is known that the experience of work family strength (WFS) has a positive effect and is more helpful for individuals (Kacmar et al., 2014; van Steenbergen et al., 2014). Work family strength (WFS) is a predictor of high personal growth initiatives in eastern culture (Wang et al., 2018; Lu & Cooper, 2015). Work family strength (WFS) is a positive experience brought from work roles as well as roles in the family (Greenhaus & Powell, 2006). Furthermore ((Brian) Joo et al., 2020) in the results of his research showed that the factor of person organization fit influences personal growth initiatives. where employees exhibit high levels of PGI when they feel they fit into the organization and when they are empowered in their work. Research (Oosterwijk, n.d.) found that strength awareness affects PGI in both employees and leaders. When individuals are aware of their strengths, it will help individuals to take the initiative in their own growth. Furthermore (Tien & Wang, 2017) in his research found work-family strength and career adaptability as moderating variables in influencing PGI. Subsequent research (Abaci & Okyay, 2013) shows that self-confidence is related to PGI, when a person has self-confidence, they will have the ability to understand what they want and have the intention of growing themselves. Self-efficacy is also known to be related to PGI in the context of teachers, where when teachers have self-efficacy, they will be oriented to their growth which can then foster positive things for students (Jeni, 2012). Resilience in employees can be seen in their ability to adapt to the surrounding environment, learn skills and develop themselves in the workplace, and assist in social behavior with fellow employees. A strong employee seizes opportunities and utilizes profitable resources for individual personal growth as well as for the organization as a whole (Thapa & Singh, 2020).

In addition to the individual factors in influencing the PGI mentioned above. Organizational factors are also known to influence personal growth initiatives. Organizational factors such as work empowerment are known to influence personal growth initiatives, work empowerment refers to a person's perception of empowerment that has been provided by the company (Matthews, Diaz, & Cole, 2002). When people are empowered in an organization, they will tend to be more involved with their tasks and more motivated to excel at the goals assigned to them (Gregory et al., 2010). Transformational leadership has an effect on personal growth initiatives (Zee, 2016). Subsequent research related to the effect of authentic leadership found that it had no effect on personal growth initiatives (Joo, Park & Lee, 2020). In detail, the influence of other variable factors on personal growth initiatives can be seen in table 2.

Table 2: The relationship between other variables that affect personal growth initiative.

Variable	Author of Publication	PGIS /PGIS II
		RC Pla IB UR GS
Faktor Individual		
Self actualization	Jeny, Rapheal & Paul, 2012	.41*
Career adaptability	Wang & Lee, 2015	.47*
Strength awareness	Oosterwijk, 2018	.35*
POF	Joo, Park & Lee, 2020	.55**
Work Family strength	Wang & Lee, 2015	.47**
Learning goal orientation	Matsuo, 2019	.44*
Development job experiences	Matsuo, 2019	.09*
Self confidence	Abaci & Okyay, 2013	.47*
Faktor Organisasional		
Transformasional leadership	Zee, 2016	.32*
Work empowerment	Joo, Park & Lee, 2020	.50**
Authentic leadership	Joo, Park & Lee, 2020	.41**

Note: * p < .05, PGIS = Personal Growth Initiative Scale, PGIS-II = Personal Growth Initiative Scale - II, GS = General Score, RC = Readiness for Change, Pla = Planfulness, IB = Intentional Behavior, and UR = Using Resources.

3.1.2 Outcome Personal Growth Initiative

Research related to personal growth initiatives (PGI) that has been going on for more than two decades, has also been carried out in the area of work organization (Borowa et al., 2020; De Jager-van Straaten et al., 2016b; Meyers et al., 2015 ; Tien & Wang, 2017). Various literatures show the benefits of personal growth initiatives both for organizations, namely job satisfaction (Wang & Tien, 2011), work motivation (Kenku, 2019), employee engagement and intention to leave (Srivastava & Bajpai, 2020) as well as for individuals such as psychological empowerment (Kashubeck -West & Meyer, 2008; Matsuo, 2019; Robitschek & Kashubeck, 1999).

Personal growth initiatives are known to have a positive impact on organizations, as in a study (Borowa et al., 2020) by taking a sample of the police, it was found that PGI had a positive influence on life meaning and satisfaction. This is in accordance with the study of Robitschek and Hershberger (2015) where the ability of PGI will promote positive mental health. In addition to samples of employees or managers, several studies related to organizations also took samples of students (Bott & Duffy, 2015b; Collins, nd; Robitschek & Cook, 1999) this is because it takes preparation of students to enter the world of work, which in the research results (De Jager -van Straaten et al., 2016b) show that PGI is an important characteristic for psychology students to help clients efficiently in the growth and development process.

Research related to PGI in the context of vocational students has also been carried out by (Robitschek & Cook, 1999) where PGI helps students explore careers in the future. Further research (Bott & Duffy, 2015b; Jurica, 2014) with a sample of students shows that PGI can be incorporated into the applicable calling model in various ways. First, evidence suggests that PGI can function as a predictor of calling attendance. Second, PGI can function as a moderator between the presence of calling and carrying out the calling. In addition, PGI is a mediator between the presence of the calling variable and positive criteria, including life satisfaction and job expectations. According to Robitschek (1998) the PGI concept can be applied to all ages and all levels of office (Robitschek, 2012) thus opening up opportunities for research at all ages, such as the Amanda & Yuliawati study (2019) showing PGI is beneficial for career commitment in the millennial generation, where the millennial generation Millennials are known as a generation that is not loyal to the organization.

Table 3: Relations of Personal Growth Initiative (readiness for change, planfulness, intentional behavior, and using resources) with outcome.

Variabel	Author Of Publication	PGIS/PGIS II				
		RC	Pla	IB	UR	GS
Coping	Robitschek & Cook, 1999	.43*				
Career exploration	Robitschek & Cook, 1999	.43				
Calling	Bott & Duffy, 2014	.29*				
Living of calling	Jurica, 2014	.48*				
Satisfaction with life	Borowa, 2018		-.03	.18	.29**	.16
Life meaning	Borowa, 2018		.54***	.56***	.44***	.29* .55***
Work Motivation	Adekunle, Adeola & Abdulrahoman, 2019	.39*				
Psychological empowerment	Matsuo, 2019 Srivastava, 2020	.65*				
Employee Engagement,	Srivastava, 2019	.64**				
Intention to leave	Srivastava, 2019					
Career Comitment	Teonata, 2019	.30				
Resilience, Productivity	Thapa & Singh, 2020	.36				

Note: * $p < .05$, PGIS = Personal Growth Initiative Scale, PGIS-II = Personal Growth Initiative Scale - II, GS = General Score, RC = Readiness for Change, Pla = Planfulness, IB = Intentional Behavior, and UR = Using Resources.

3.1.3 Interventions for Personal Growth Initiative Promotion

Research related to intervention programs is designed to promote self-knowledge and skill development related to PGI (Robitschek, 1997; Thoen & Robitschek, 2013; Wang & Tien, 2011). Personal growth initiatives are not only a central individual need but also a key requirement for organizational success. For this reason (van Woerkom & Meyers, 2019) developed workplace interventions aimed at stimulating employees' personal growth. In his study (van Woerkom & Meyers, 2019) investigated the effectiveness of interventions aimed at identifying, developing, and using employee strengths in driving personal growth initiatives. It was found that the intervention had a direct effect on general self-efficacy (GSE) and an indirect effect on personal growth initiatives. Strength intervention can provide

a brief and an effective tool for organizations aiming for self-study among their staff, especially to employees who lack confidence in their own abilities.

Another PGI intervention was also developed by Wang & Lee (2017) where in their experimental research providing career counseling interventions that focus on strengths and career counseling that focuses on goals that are carried out on employees show the results that these two interventions have an effect on PGI. Van Woerkom & Meyers (2019) conducted a study to understand the factors that influence PGI in an organizational context, in the results of his research PGI is influenced by interventions on employee strength, and general self-efficacy as a mediator variable. In addition to the intervention on strength (Ghielen, 2016) in his research, his research shows that performance appraisals that focus on employee strengths affect PGI levels.

Organizations today are increasingly seeking to redesign their performance appraisals, leading to a shift from evaluative performance appraisals, often focusing on employee weaknesses to developmental performance appraisals often focusing on employee strengths (Aguinis et al., 2012). Ghielen's research (2016) examines the extent to which performance appraisal is focused on strengths in influencing employee PGI using a cross-sectional survey. PGI describes the extent to which an employee is actively involved in the process of personal growth.

Table 4: Intervention for Personal Growth Initiative

No	Intervention
1	Strength centered career counseling
2	Talent management
3	Strength-based performance appraisal
4	Strength intervention

4 DISCUSSION

Personal growth initiatives are known to provide benefits to organizations because employees who are proactive about their personal development are better prepared to remain healthy, vital, and productive in the face of high environmental demands (London & Smither, 1999). This research shows that studies on PGI, especially in the context of work organization, have shown a gradual increase since the 2014s. (Robitschek, 1998b) initiated a systematic study of PGI and developed PGIS where this growth has been most pronounced in the last six years (2014-2020), a

period during which 85.7% of publications were condensed (see Figure 1). The studies found in this systematic review focused on the relationship between PGI and other variables related to work organization such as influencing factors, impact of PGI, as well as interventions that seek to promote PGI in an organizational context. It was observed that the population investigated in more than half of the published studies was the employee population (18 studies, 72%), and only a small proportion of the manager population (2 studies, 8%), in the study (Oosterwijk, nd) demonstrated a need for personal growth initiatives studied in the context of leaders, because leaders have tasks with more challenges than employees.

The pattern of the relationship between personal growth initiative and its dimensions with the variables evaluated in the studies cited in this article indicate that personal growth initiatives arise due to several influencing factors, including: self confidence, person organization fit, work empowerment, transformational leadership, learning goal orientation, development job experiences, strength awareness, work-family strength, and career adaptability. Based on the factors that influence the personal growth initiative, it can be classified into factors originating from within the individual and factors originating from outside the individual, namely organizational factors. This is in accordance with Hammond & Zimmerman (2012) which states that to build strength is not only obtained from personal factors but also from external factors. Formal and informal support also contributes to increasing personal power. Support from the social environment, especially organizations, for example in the form of leadership roles can improve employee performance (Moghli, 2015).

Zee's research (2016) regarding the role of leaders, namely transformational leadership, has an influence on employee personal growth initiatives, but based on Joo, Park & Lee's (2020) research, authentic leadership has no significant effect in moderating between person organization fit and personal growth initiatives. It is interesting to be able to study further for future research to find out more about the role of the type of leadership that can affect personal growth initiatives.

With regard to PGI's relationship with other variables, PGI and its dimensions (readiness to change, planning, use of resources, and intentional behavior) are positively associated with variables related to the state of increasing effectiveness in work organizations, including: career exploration, career calling, satisfaction, life meaning, work motivation,

psychological empowerment, employee engagement, career commitment, resilience and productivity), and negatively related to factors related to ineffectiveness in the organization (eg intention to leave). The skills that exist in PGI are also related to a person's ability to evaluate adverse and stressful situations as challenges and opportunities for personal growth, so that they experience lower levels of stress when facing these situations (Weigold & Robitschek, 2011; Yakunina et al., 2013).). The process of unconscious and unintentional change and conscious and unintentional change usually allows for personal growth. In the process of unconscious and involuntary change, subjects may not be aware of what motivates their personal change, or how they choose to take up new forms of interaction with other people. In conscious and unintentional processes of change the individual recognizes the need for change, however has little control over how this change process occurs (Robitschek, 1999). The distinction between undesired conscious and unconscious processes and PGI is important, because the processes of involuntary personal growth are negatively related to people's well-being indices and with their positive development. The PGI process, in turn, is positively associated with increased levels of well-being and positive development of individuals (Robitschek, 1999).

Understanding PGI as a set of skills that can be developed in promoting PGI by providing interventions in performance appraisals programs, and career counseling models (Ghielen, 2016; Wang & Lee, 2017). Wang & Lee's 2017 study explored the effectiveness of 2 positive career counseling, strengths-centered career counseling (SCC) and goal-oriented career counseling modules for working parents in Taiwan (23 males and 28 females). This study uses an experimental design, and the instruments used are Personal Growth Initiative Scale, Job Satisfaction, and Self-Efficacy Scale. Analysis of variance in subjects showed that both modules were effective in personal growth initiative and career self-efficacy, and SCC in particular had a sustained effect on both. The research of Woerkom & Meyers (2019) investigated the effectiveness of interventions aimed at identifying, developing, and using employee strengths in promoting personal growth initiatives by taking a sample of 84 education professionals who were in the control group. In a 1-month follow-up study, found that the intervention had a direct effect on general self-efficacy (GSE) and an indirect effect on personal growth initiative.

The use of this article is limited by the author's language restrictions, only articles written in English

are used. In addition, the role of cultural factors in influencing personal growth initiatives has not been discussed in this scoping review. This scoping review contributes by presenting a comprehensive overview of the study of the PGI construct. Future studies should test the validity of PGIS-II in different samples, such as with clinical patients, or across cultures. In fact, longitudinal studies should be developed to assess the existence of causal relationships between PGI dimensions.

5 CONCLUSIONS

Personal growth initiatives are characterized by individuals' skills to deliberately seek opportunities to mature and realize personal changes that will enable their positive development (Robitschek et al., 2012). Study results The analysis in this review shows that PGI plays an important role for individuals as well as organizations to experience increased levels of well-being, develop themselves positively and adapt to adverse situations that ultimately benefit the organization. It is also proven that PGI is a personal resource. Furthermore, the potential shown for these personal resources will be promoted by interventions focused on developing PGI-related skills (Robitschek, 1997; Thoen & Robitschek, 2013; Wang & Tien, 2011).

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