

Antecedents of Career Success of the Civil Servants (Case Study at District Level of *Bappeda* in Aceh Province)

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ABSTRACT

Career success or the dynamics of a career journey from beginning to success are an inseparable part of an employee who works in an organization. This study aims to analyze the influence of CC, SWLB, and CSAT on the success of a career through the direct and mediating effects of WLB and CSAT in the Development Planning Agency at Sub-National Level (Bappeda) at both provincial level and district/ city level in Aceh Province.

The population of this study was all staff working at the provincial Bappeda and 23 districts/ cities in Aceh. The respondents of this study were all 347 staff actively working at the agency, taken by purposive sampling technique. Data analysis tools used in this study were quantitative analysis using the CFA (Confirmatory Factor Analysis), SEM (Structural Equation Model) with AMOS and SPSS for descriptive analysis.

The findings indicated that CC has a direct effect on CS and its effect will increase if they are moderated by SWLB. For CSAT variable, it plays a partially moderating role because as a moderator, its existence will reduce and decrease the effect of career commitment on career success. Limitations in this study indicated that it is recommended that the number of respondents be increased, variations in research units, as well as other factors outside the variables in this study, such as the factor of political authority (because the unit of analysis is a government institution). In addition, because SWLB is a new construct it needs to be tested on different demographic characteristics and research objects, such as other non-profit entities, or different countries due to differences in culture and prevailing norms.

Keywords: *career commitment, syari'ah work life balance, career satisfaction, career success*

1. Introduction

Career success or the dynamics of a career journey from beginning to success are an inseparable part of an employee who works in an organization (Greenhaus, 2003; Heslin, 2003a; Sturges, 1999). This condition will not be the same for everyone, some are fast and some are slow. This condition can be caused partly by demographic conditions, the nature of placement, motivation, influence of political behavior, theoretical ability, education and tenure (Poon, 2004; Gattiker and Larwood, 1998). Success in a career is inseparable from a strong commitment in a person, directly or indirectly influencing, (Karavardar, 2014; Sultana and Aldehayyat, 2018; Srikanth and Israel, 2012; Pasha et al., 2017; Amin et al., 2017). Every individual who is committed to his career (career commitment-CC) shows that they are able to pay more attention in developing their expertise and their intention to have another career elsewhere or even quit

their jobs (Aryee and Tan, 1992). They are a class of workers who continue to strive to achieve their goals despite finding various obstacles in their duties and career development (Colarelli and Bishop, 1990). In addition to commitment, one of the factors that can influence career success is work-life balance (Finegold and Mohrman, 2001; Greenhaus et al., 2003; Meenakshi et al., 2013; Sirgy and Lee, 2017; Suranji and Thalgaspitiya, 2016; Akinyele et al., (2016). Research data from Accenture, one of the leading management consultants, showed that 52 percent of female and male workers think that their career success is determined by the ability to balance life with work, and WLB ranks top when compared with other factors such as money earned, recognition, and autonomy (source: <https://newsroom.accenture.com>). In addition to WLB and CC factors, previous research has shown that career satisfaction (CSAT) can also affect a person's career success (Prophet, 1999; Punnett et al., 2007; Guan et al., 2016; Alzyoud, 2017; Srikanth and Israel, 2012).

The results of the observations made on the variables of career success in the Government of Aceh in the *Bappeda* Aceh Province work unit with a total of 31 respondents, showed an average value of 4.12 (on 5 Likert unit scales). This value indicates that the respondents were able to show the perception of this variable well, so it is expected that this variable can be analyzed structurally at a later stage. Observations also showed that respondents explicitly focused on self-development so that careers became successful and got the most appropriate strategy formulation for career success in the Aceh Government Work Environment, especially in the Aceh *Bappeda* work unit. **This study intends** to analyze the influence of CC, SWLB, and CSAT on career success through the direct influence and mediating effect of WLB and CSAT.

2. Literature Review

2.1 Theories

Some basic theories say that career theory is built from several different views as well as traits-factor theories in the early 1900s. Atli (2016) stated that this theory emphasizes individual development related to interests, values, personality, and talent. This theory has become popular and continues to grow, and until now it is still relevant to be applied. Sheldon et al, (2019) mentioned that John Holland's career development factor theory, career typology theory in the 1980s emphasized personal characteristics and occupational tasks. The assumption is that job choices are not taken randomly, but they reflect personality, work performance, confidence and satisfaction depending on the suitability or agreement between one's personality and work environment.

Career development from beginning to career success is also determined by the existence of career commitments (Sultana and Aldehayyat, 2018; Pasha et al., 2017; Amin et al., 2017; Sultana et al., 2016; Karavardar, 2014; Srikanth and Israel, 2012; Ballout, 2009; Katz et al., 2019). Career commitment is part of individual service to their career, profession, or occupation). Like CC, career satisfaction (CSAT) can also affect a person's career success and is one manifestation of an individual's emotions due to feelings of pleasure because rewards are based on work experience (Bozionelos, 2008; Emmerik et al., 2006), with more specific or personal goals, values and preferences, (Erdogan et al., 2004), individual competence (Ahmed, 2017) and subjective feelings (Hsu and Tsai, 2014).

In addition to career satisfaction factors, in realizing career success there are roles of work-life balance (WLB) variables (Suranji and Thalgaspitiya, 2016; Finegold and Mohrman, 2001), time balance, balance of engagement and balance of satisfaction (McDonald & Bradley,

2005), duration work employees, when and where they work (Glynn et al., 2002). These three aspects can be reflected in policy making through work flexibility procedures such as working with shifts or part time, working temporarily, working from home and tele-working, flexible working time, labor intensive weeks, working hours and career breaks (Maxwell and Mcdougall, 2004).

In the context of the WLB, this concept does not conflict with Islam. Work is worth an obligation for every Muslim, because working can cause every Muslim to be able to actualize themselves and their faith as obedient servants of Allah, carry out valuable obligations and be rewarded by Allah SWT. Rasulullah Muhammad SAW said: *"Allah is very pleased with the working and skilled servants. Whoever struggles to earn a living for his family is like a mujahid in the way of Allah"* (HR. Ahmad). Later in another hadith, the Messenger of Allah (may peace be upon him) said: *"Whoever goes out of his way to make a living for his son, it will be jihad fi sabilillah. If he goes out of his way to earn a living for his parents then it is also jihad fi sabilillah. Even if he came out in order to earn a living for himself in order to maintain his self-esteem, it also included jihad fi sabilillah. But when he came out he was accompanied by riya and rash, so it was an attempt on the devil's path"* (HR. Thabrani). This hadith gives the message that work is something noble so it should be grateful. Islam holds that working means doing beneficial activities for oneself and for others. Therefore, working can cause a muslim to get and produce added value so that their material needs will be met. Based on this concept, this research will build a new construct that can balance between life, work and the value of worship, which can increase career success, namely the Shari'ah Work Life Balance (SWLB).

2.2 Hypothesis

In this study, the following hypothetical were formulated.

H₁ : CC has a significant effect on CS

H₂ : CC has a positive and significant effect on CS that is moderated by CSAT CC

H₃ : has a positive and significant effect on CS that is moderated by SWLB

3. Method

This research is descriptive-quantitative research. Descriptive research is a type of research that will describe the characteristics of research objects (Zikmund et al., 2013). The aim is to produce an accurate representation of the object (Saunders et al., 2015). A quantitative approach with survey methods and distributes questionnaires were used to investigate the sample and prove the hypothesis.

This research was conducted in Aceh Province with the unit of analysis being staff in *Bappeda* Aceh Province and 23 Regencies / Cities. The population in this study is all work units of the Development Planning Agency at Sub-National Level (*Bappeda*) in the working area of Aceh Province. The sample in this study amounted to 347 respondents from all *Bappeda* Offices in 23 Regencies/ Cities plus 1 work unit of *Bappeda* Aceh Province. The sampling technique used is purposive sampling, with the criteria of ASN who are still working in the unit under study and not active in other work units, not on a business trip and not having administrative problems so that there were problems in career development.

This research used a Likert scale with 5 points from a scale of 1 to 5 to measure the data. The primary data collection technique is through questionnaires, and other related documents are used as secondary data. To identify the data, operational variation was used. It is a scale that

matches the variance in the concepts involved in the entire research process (Zikmund et al., 2013). In this study CS uses 6 indicators, CC with 6 indicators, CSAT with 5 indicators, and SWLB with 6 indicators.

Based on the research objectives, the data analysis tool used in this study is quantitative analysis using the CFA (Confirmatory Factor Analysis) method, SEM (Structural Equation Model) with AMOS and SPSS for descriptive analysis.

Validity Test of Average Variance Extracted (AVE)

AVE value is considered valid and qualifies if $AVE > 0.5$ with the equation formulation as follows:

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum \epsilon_i^2}$$

Where:

- AVE = Average variance extracted
- λ_i = Standard loading value = 1-standard loading value

Cronbach Alpha Reliability Test

An instrument can be categorized as reliable if it has a reliability coefficient or alpha of 0.6 or more and the formula is as follows:

Where:

- R^2 = Instrument reliability
- K = Total number of items on the instrument
- σ^2 = Number of component / item variance
- σ^2_{total} = The total amount of variance observed

Test of Composite Reliability of Construct

Composite reliability is considered to meet the criteria if construct reliability > 0.7, construct reliability values between 0.6 to 0.7 can still be accepted provided that the construct validity (indicators) in the model is good, with the formulation of the equation as follows:

$$CR = \frac{(\sum \text{Standardized Loading})^2}{(\sum \text{Standardized Loading})^2 + \sum \epsilon_j^2}$$

$$CR = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum \epsilon_i^2}$$

Where:

- CR = Composite realibility
- λ_i = Standard loading value
- ϵ_i = 1-standard loading value

Test of Hypothesis

The research hypothesis proposed will be analyzed by reviewing the value of the critical ratio in the results of the regression test using AMOS that is adjusted to the requirements of Hair, et al. (2010), i.e. CR values greater than ± 1.96 and probabilities smaller than 5%.

4. Results and Discussion

4.1 Assumption of Normality

This test is usually carried out to determine whether the data used is normally distributed or not. Hair et al., (2010) stated that the criterion value of Skewness and Kurtosis critical values for confidence level (P) = 0.5 is ± 1.96 . Skewness provides an overview of the degree of symmetry of data and Kurtosis shows a description of the distribution of the observed data around the mean value. The results of the normality test show that data outside of the required values can be eliminated to proceed at the structural analysis stage.

4.2 Assumption of Outliers

Outliers test is performed using *Mahalanobis* criteria at a significance level of 10% and can be evaluated using chi-square at a free degree on a number of indicator variables used in the study. The value of the analysis shows that d^2 is smaller than χ^2 , i.e. (15,050 < 237,333) so that all data does not occur outliers.

4.3 Assumption of Multicollinearity

Multicollinearity test results can show an indication of singularity through small or near zero determinant covariance matrix values (Hair et al., 2010), with a Variance Inflating Factor (VIF) value <10. Multicollinearity test results indicate that the VIF values obtained for all variables studied less than 10 so that the indication of multicollinearity does not occur in the observed data.

4.4 Measurement Model

Research that contains indicators, the measurement model must be tested to confirm the definition of a construct that is built (Hair et al, 2010). From this measurement model, it can be seen that the value of the loading factor that is tolerated is above 0.5. Following are the results of the measurement model in this study.

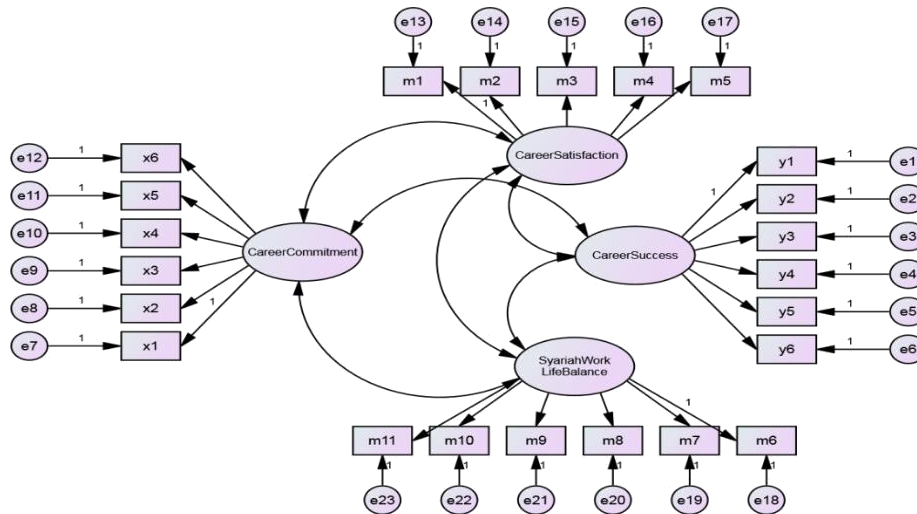


Figure 4.1 Measurement Model

In the first order, not all indicator items that meet the criteria of the standard loading factor > 0.5. First, indicators that do not meet these criteria are eliminated so that in the second order each indicator that has a loading factor value that meets the criteria will be structurally analyzed (SEM Test) through the proposed structural model or the next stage process can also be carried out. The CFA test results show that 15 indicators have met the LF standard criteria > 0.5.

4.5 Goodness of Fit

The feasibility test evaluation of a research model is analyzed using goodness of fit criteria with several index criteria and cut off values so that the research model becomes fit or good. The results can be seen in the following table.

Table 4.1. Goodness of Fit Indices

Goodness of Fit Index	Cut off Value	Model Test Result	Information
Degree of Freedom	Positif (+)	57	Positive
Chi-Square	Diharapkan kecil	237,333	Marginal
Significant Probability	≥0,05	0,000	Acceptable
CMIN/DF	≤2,00	4,164	Marginal
GFI	≥0,90	0,907	Acceptable
RMSEA	0,05-0,08	0,096	Marginal
AGFI	≥0,90	0,851	Marginal
TLI	≥0,90	0,929	Acceptable
CFI	≥0,90	0,948	Acceptable
NFI	≥0,90	0,934	Acceptable
PNFI	0,60-0,90	0,682	Acceptable
PGFI	≥0,90	0,568	Marginal

Source: Primary data processed with AMOS (2020)

4.6 Test of Validity and Reliability

Calculations at the validity and reliability test stage in this study were carried out using average variance extracted (AVE) and composite reliability (CR) or with a critical ratio value > 1.96 with probability (P) <0.05 (Hair et al., 2010). The validity test results of the CR value

meet the criteria except m11, but will be eliminated in the structural test. Furthermore, to test the reliability of the data, construct reliability (CR) test with criteria of $CR > 0.6$ or 0.7 is performed so that the reliability of all indicators in the proposed model is good. The results of the reliability test of the data construct showed that the CR value was above 0.7 so that it had fulfilled the requirements as reliable data.

4.7 Analysis of Structural Model

Structural model tests are performed to reveal the relationship between variables, significance values and R-square values of the research model. The structural model is analyzed by using the R-square value for each dependent variable and the significance of the structural path parameter coefficients.

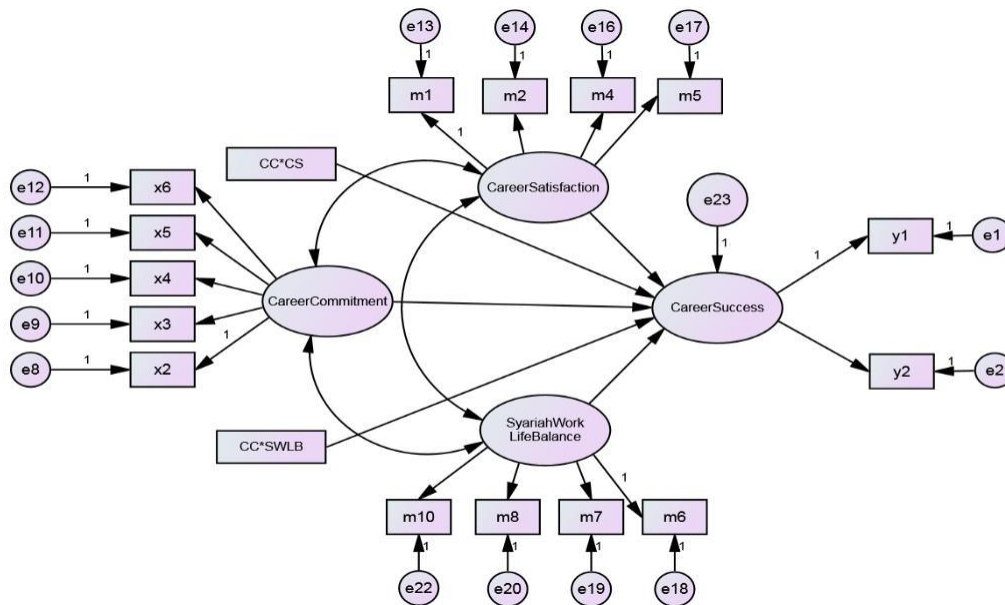


Figure 4.2 Analysis of Structural Model

The picture above is an initial structural model that shows the relationship and influence of each research variable, namely: CC, CSAT, SWLB and CS. Subsequent analysis will be adjusted to the GoF index criteria in accordance as required by Hair et al. (2010). The CC variable affects the CS variable directly and significantly by 74 percent with a significance of 0.03 less than 0.05. Furthermore, to analyze the CSAT (moderating variable) and SWLB against CS can be carried out with an interaction moderation test with the following analysis results.

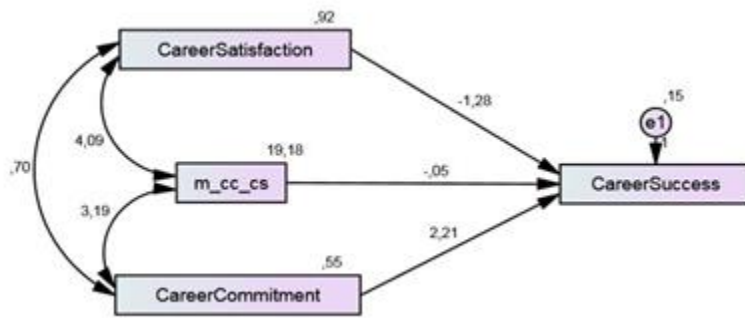


Figure 4.3. Effect Analysis of Moderating Variable CSAT

The analysis shows that only CC directly has a positive and significant influence on CS below 0.001, as shown in the following table.

Table 4.2 Test Results for Effect of Moderating Variables CC-CSAT-CS

			Estimate	S.E.	C.R.	P
CS	<---	CSAT	-1,275	,134	-9,519	***
CS	<---	m_cc_cs	-,048	,024	-2,019	,044
CS	<---	CC	2,211	,187	11,842	***

Source: Primary data processed with AMOS (2020)

These results indicate that the role of CSAT as a moderating variable does not fully influence CS, because the involvement of this variable will have a negative influence on career success. Then for the analysis of the influence of the second moderating variable can be shown as follows.

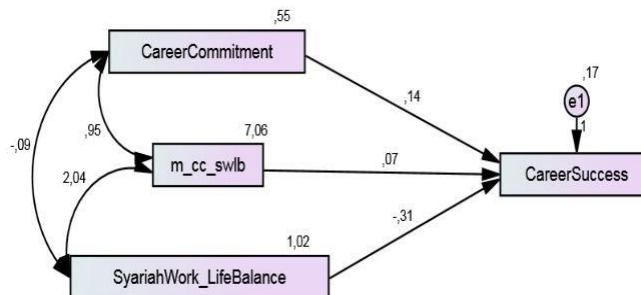


Figure 4.4. Effect Analysis of Moderating Variable SWLB

The structural analysis results for the SWLB moderation variable showed a positive and significant influence for the influence of the SWLB moderation variable. The results of the calculation of the influence of moderating variables are shown in the following table.

Tabel 4.3 Test Results for Effect of Moderating Variables CC-SWLB-CS

			Estimate	S.E.	C.R.	P
CS	<---	CC	,144	,065	2,208	,027
CS	<---	m_cc_swlb	,072	,028	2,569	,010

CS	<--- SWLB	-,307	,065	-4,707	***
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Source: Primary data processed with AMOS (2020)

The analysis shows that the SWLB fully acts as a moderator between CC and SC, so it can be concluded that the existence of SWLB further increases individual commitment to a successful career in the Aceh Government environment in the work unit of Aceh *Bappeda*.

4.8 Hypothesis Test

The level of significance of all the estimated parameters can provide **beneficial** information regarding the relationship between the research variables. To test the hypothesis, the basis used is the value contained in the path coefficient output of the structural research model. Hypothesis testing can be analyzed by reviewing the value of CR (critical ratio) in the regression table with AMOS in accordance as required by Hair et al., (2010) with a CR value greater than ± 1.96 and a probability smaller than 5%.

The results of the analysis stated that the significance of the effect between variables, directly or indirectly, is obtained through moderation variables. Statistically, the CC \rightarrow CS variable probability value of 2.169 with $p = 0.03$, this means that the probability is below 0.05 and the CR is above +1.96, then these results show that the influence of the CC \rightarrow CS variable is significant which means appropriate with the first hypothesis where CC has a significant effect on CS. This means that hypothesis 1 can be accepted.

Furthermore, the statistical test results on the first moderating variable, namely CC \rightarrow CS moderated by CSAT, obtained a probability value of 0.044 where the P-value < 0.05 and CR value below -1.96, thus this shows that the influence of variables CSAT moderation is significant but has a negative effect so that the existence of this variable will have an impact on decreasing commitment and career success, and CSAT as a moderator does not play a full role, only partially. It can be concluded that the direct influence of CC will be more positive without having to be moderated by CSAT. This means it is not in accordance with the second hypothesis: CC has a positive and significant effect on CS that is moderated by CSAT. Thus it can be concluded that hypothesis 2 is rejected.

Then the statistical test results on the second moderating variable SWLB, obtained a CR value of 2.569 with a probability of $p = 0.010$. This result shows that the CR value is greater than 1.96 with a significance value below 5%, so that the effect of SWLB as a moderating variable plays a full role because it is able to increase the effect of career commitment positively and significantly on employee career success. This result **supports** the third hypothesis where SWLB has positive and significant effect as a moderating variable between CC and CS, so hypothesis 3 is accepted.

4.9 Conclusion of SEM Test

In the development and testing of a model it is almost certain to end with a model fit test or a model suitability test based on the research data it has. In the simplest model testing, such as regression, model compatibility testing is done by ANOVA testing which produces F statistics. In testing the regression model also produces a value called the index of determination or commonly known as R-Square, which is a representative measure of variation of a concept variables are measured by other variables for a sample or population under study. **The value of the determination index obtained is linear with the validity of the model formed on the variables involved in it.** The results of the analysis using AMOS show that the structural model developed in this study is already a good model, namely the fulfillment of the structural model fit criteria

(Goodness of Fit index). The results of the analysis of R2 from the CS variable is 0.269, this means that the CC, CSAT and SWLB variables as exogenous variables had a contribution in influencing the CS variable.

4.10 Research Implication

From various studies conducted on career success (CS), empirically this research supports Greenhaus (2003); Heslin (2003a); Sturges (1999); Poon (2004); Gattiker and Larwood (1998); Karavardar (2014); Sultana et al. (2016); Sultana and Aldehayyat (2018); Srikanth and Israel (2012); Pasha et al. (2017); Amin et al. (2017); Aryee and Tan (1992); Colarelli and Bishop (1990); Finegold and Mohrman (2001); Greenhaus et al. (2003); Meenakshi et al. (2013); Sirgy and Lee (2017); Suranji and Thalaspitiya (2016); Akinyele et al. (2016); The Prophet 1999; Punnett et al. (2007); Guan et al. (2016); Alzyoud (2017); Ballout (2009); Katz et al. (2019); Bozionelos (2008); Emmerik et al. (2006); Suranji and Thalaspitiya (2016), Finegold and Mohrman (2001). The result of this study showed that career success can be influenced by career commitment, career satisfaction and work-life balance.

So far no similar studies have been found that develop research models using the shari'ah work-life balance construct, as a moderating variable in the HRM field. Therefore, due to limitations in this study, such as the number of respondents, variations in research units, as well as other factors outside the variables in this study, such as factors of political authority (because the unit of analysis is a government agency) that might affect career success, or factors others, such as the close relationship between leaders and subordinates which will more or less affect the career promotion or career success of employees in government institutions. In addition, because SWLB is a new construct it needs to be tested on different demographic characteristics, different research objects such as other non-profit entities, or different countries due to differences in culture and prevailing norms.

5. Conclusions

In this study, an important conclusion that can be formulated based on the results of SEM analysis is that CC can influence CS directly and significantly. Besides, the influence of CC will be better if moderated by SWLB because SEM analysis results also show positive and significant results. In fact, in the location of this research, the value of shari'ah is still very strong and its implementation has the support of the legal and qanun regulations so that the balance of life and work plus the value of shari'ah is highly likely to have a positive impact on the career success process in the Provincial *Bappeda* work unit Aceh and all Regencies / Cities by considering the influence of the CC, CSAT and SWLB variables.

As a recommendation for all *Bappeda* leaders in Aceh Province and all 23 Regencies / Cities to identify the career path that is most appropriate for their employees. In addition, employee career commitments need to be improved if employees assess and find a better career place they will be ready to transfer to the work unit, but this can be anticipated by instilling shari'ah values in work because work is also part of worship so by balancing work-life-worship will support a successful career in *Bappeda* Aceh Province and all 23 Regencies / Cities.

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