

## The Mediation of Self-Efficacy among Career Commitment and Subjective Career Success

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### ABSTRACT

This study uses Self Efficacy as a mediator to examine the relationship between Career Commitment and Subjective Career Success in civil servants (PNS) Badan Pusat Statistik Kabupaten Lima Puluh Kota. This study employs quantitative methods and is classified as causal research. The respondents for this research were 32 respondents using the total sample technique. Data was gathered using a questionnaire featuring a Likert scale. Data analysis techniques use SEM with the SmartPLS4 application. From the research results, it was found that Career Commitment and Self-Efficacy positively and significantly impacts Subjective Career Success. This research also proves that Self Efficacy mediates the impact of Career Commitment on Subjective Career Success positively and significantly.

### ABSTRAK

Penelitian ini memiliki maksud untuk menganalisis dampak Komitmen Karir terhadap Kesuksesan Karir Subjektif melalui peran mediasi *Self Efficacy* pada PNS Badan Pusat Statistik Kabupaten Lima Puluh Kota. Studi ini menerapkan metode kuantitatif dengan jenis penelitian yaitu penelitian kausal. Responden penelitian ini sebanyak 32 orang responden dengan menggunakan teknik total sampel. Aplikasi *SmartPLS4* digunakan untuk menganalisis data menggunakan SEM setelah data dikumpulkan melalui kuesioner dengan skala Likert. Dari hasil penelitian, ditemukan bahwa Komitmen Karir dan *Self Efficacy* berdampak positif dan signifikan terhadap Kesuksesan Karir Subjektif. Selain itu, penelitian ini juga membuktikan bahwasannya *Self Efficacy* memediasi pengaruh Komitmen Karir terhadap Kesuksesan Karir Subjektif secara positif dan signifikan.

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## INTRODUCTION

One of the important things that someone who works pays attention to is career. A career is a sequence of work experiences intricately linked to aspects such as job position, authority, decision-making, personal interpretation of work, and activities undertaken during an employee's tenure (Mahendra, 2017). In the government context, a Civil Servant (PNS) career refers to an ASN employee's professional journey or trajectory performing their duties and responsibilities within a government agency. Therefore, attention to career is also very necessary for civil servants to always

be ready to take advantage of existing career opportunities because career is closely related to the future and the process of their life journey to achieve career success.

Achieving established goals and desires is referred to as career success (Pasha, 2017). Subjective and objective professional success are the two main categories of career success. Objective career success is a type of employment success that can be assessed using metrics that are typically taken into account by management and society, such as position, status, promotion, or salary level. Conversely, one kind of professional achievement that is restricted to an individual's perspective is subjective career success (Abdullah, 2017).

Career researchers have suggested in recent years that we move away from the conventional, linear, and stable view of careers and toward new, dynamic career patterns (like boundaryless and protean careers) that are less dependent on outside forces and more focused on individual goals (Ekmekcioglu et al., 2020). Because of these shifting views on what constitutes a successful career, as well as shifts in the nature of work and contemporary job conceptions combined with the uncertainty surrounding career mobility, subjective variables become increasingly essential when evaluating career success. As a result, the subject of this study is subjective career success. A person's subjective definition of career success is reflected in their employment accomplishments, level of job satisfaction, and professional growth (Najam et al., 2020). Subjective career success evaluates a wider range of factors, including job success, interpersonal success, financial success, hierarchical success, and life success, in addition to compensation, position, and hierarchy (Shockley et al., 2016).

Based on initial observations, the author found a phenomenon related to Subjective Career Success in civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota. The first phenomenon is that the promotion to rank/class of some employees has not been in accordance with the considerations for promotion, which is a minimum of 2 (two) years. The second phenomenon is the indication that some employees do not show a proactive attitude in achieving promotion, such as being reluctant to take care of the administrative requirements for promotion. This rank/class is one measure of subjective career success, namely hierarchical success as developed by (Gattiker, 1984). Therefore, studying subjective career success and the factors that affect it is essential.

Several researchers have shown factors that influence subjective career success, one of which is career commitment. The findings from the conducted research (Ekmekcioglu et al., 2020) demonstrate shows the subjective measure of job success is significantly and favorably impacted by career commitment. This is backed by studies from (Mahendra, 2017) which discovered that the presence of a strong and positive professional commitment positively impacts career success. When a person shows high commitment to a career in the organization, the employee will receive good career development to achieve career success within the organization (Mahendra, 2017).

Self-efficacy is another factor that affects employees' subjective career success. Research results from (Adabi & Muchtar, 2019) indicate that self-efficacy positively and significantly influences subjective career success. Likewise, research from (Crisan, 2022) found that there is a favorable association between subjective professional success and self-efficacy

## LITERATURE REVIEW

The Social Cognitive Career Theory (SCCT) is the grand theory employed in this study. General Social Cognitive Theory by Albert Bandura served as the foundation for the 1994 development of Social Cognitive Career Theory (SCCT), which was led by Robert W. Lent, Steven D. Brown, and Gail Hackett. SCCT, or Social Cognitive Career Theory The goal of the Social Cognitive Career Theory is to clarify these three connected facets of professional growth: (1) how interests in school and a career emerge, (2) how decisions about school and a job are made, and (3) how successes

in school and a career are attained (Zola et al., 2022). Beliefs on self-efficacy, result expectations, and goal representation are examples of social cognitive systems that are pertinent to career development (Lent et al., 1994). These aspects can be related to the variables of career commitment and self-efficacy in achieving career success.

### **Career Success**

According to Dan et al., (2018) , career success is the culmination of an individual's job experiences and favorable psychological states. A career is considered successful when goals and aspirations are reached in advance. Career success, as defined by Zacher, (2014) is the sum of a person's successful decisions, actions, and experiences in the workplace.

### **Subjective Career Success**

A person's good opinion of their career is significantly linked to their subjective career success (Liona & Jannah, 2022). As for subjective career success,, Najam et al., (2020) define it as a person's subjective definition of success as evidenced by job performance, work satisfaction, and professional growth. Subjective career success refers to career achievements that are felt directly by the individual himself (internally), and cannot be observed externally in the form of the individual's perception and reaction to the work that has been done as a result of evaluation.

Shockley et al., (2016) The development of five factors job success, interpersonal success, financial success, hierarchical success, and life success was the first step in defining subjective career succes.

### **Career Commitment**

Career commitment is the psychological relationship of an individual in a chosen profession and also speaks about a person's motivation and desire for their chosen career (Ahmed, 2017). A dedication to one's career is reflected in one's attitude toward one's work, which includes actively identifying with and pursuing personal career goals. Ekmekcioglu et al., (2020) It has been observed that people who have a solid commitment to their careers are more likely to make large career investments and work harder to achieve their goals. When someone is committed to their career, they will work hard to further it and live according to their moral principles (Ingarianti et al., 2019).

Based on Ingarianti et al., (2019) the three distinct components of the career commitment paradigm are professional identity, career insight, and career resilience. Professional identity is related to a person's self-perception in the context of professional life. Career cognition refers to a person's establishment needs and career goal setting. Meanwhile, career resilience refers to an individual's persistence in their career commitment, particularly when encountering challenges.

### **Self Efficacy**

Self Efficacy is the conviction that one can succeed in carrying out particular duties, indicating a person's assurance in carrying out their obligations (Siti et al., 2022). As to the findings of (Rigotti et al., 2020) self efficacy is a very significant positive self-evaluation and is among the most frequently studied personal characteristics that impact goal directed behavior. In addition, self efficacy refers to an individual's confidence in their capacity to carry out a task or job (Yusuf et al., 2022).

According to Bandura, (1977) a few things that influence self-efficacy are verbal persuasion, vicarious experiences, and mastery experiences. Evaluations of personnal self-efficacy within organizations are typically assessed using three fundamental scales: magnitude, strength, and generality. developed by (Lianto, 2019)

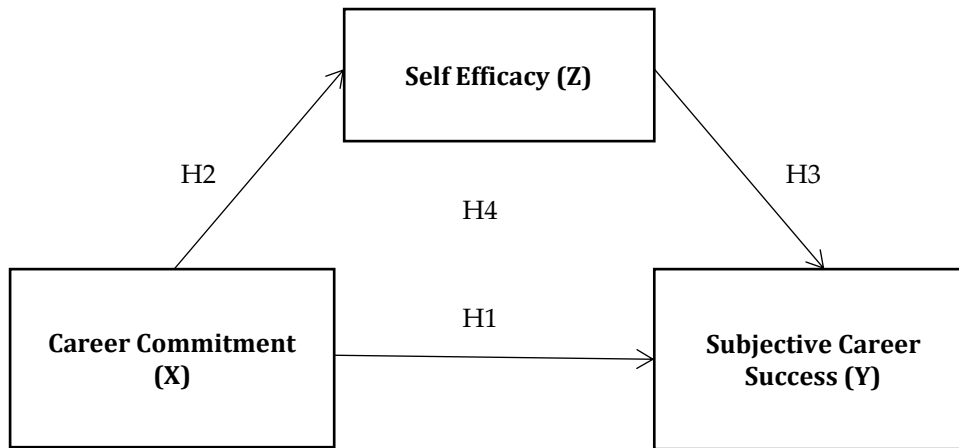


Figure 1. Conceptual Framework

### Hypothesis

H1: Subjective Career Success is significantly and favorably impacted by Career Commitment.

H2: Self Efficacy is positively and significantly impacted by Career Commitment.

H3: Subjective Career Success is significantly and favorably impacted by Self-Efficacy.

H4: Career Commitment exerts a positive and substantial impact on Subjective Career Success through Self Efficacy as mediation

### METHOD

This research employs quantitative research methods and, according to the problem criteria, utilizes a causal research design. According to (Sugiyono, 2013) causal associative research investigates the cause-and-effect connection between the answer variable and the explanatory variable. The research's representative sample is civil servants (PNS) from the Badan Pusat Statistik Kabupaten Lima Puluh Kota, totaling 32 people. The sampling method is total sampling. The method used for data collection in this study involves a survey and the research instrument used to collect data in this research is a questionnaire. A five-point Likert scale model, ranging from "strongly disagree" (1) to "strongly agree" (5), was employed as the data measuring tool in this research. Measurement of subjective career success was carried out with five indicators consisting of a total of 22 question items adapted from (Gattiker, 1986), and (Ingarianti et al., 2019) developed three indicators with 12 statements for career commitment. Self-efficacy measurement was carried out using three indicators consisting of a total of 7 question items developed by (Lianto, 2019). Data were analyzed using SEM and the SmartPLS4 program.

### RESULT AND DISCUSSION

#### Descriptive Analysis

The subjective career success variable is measured with five indicators and 22 statement items. Based on frequency distribution calculations, the subjective career success variable produces An average total score of 3, 85 with a respondent performance rate (TCR) of 68%. This identifies that the subjective career success of civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota is stated to be in the sufficient category and needs to be improved.

The career commitment variable is measured with three indicators consisting of a total of 12 question items. Based on frequency distribution calculations, career commitment results in an accumulated average score 3,87 with a respondent performance rate (TCR) of 69%. It may be

described that the Career Commitment of Civil Servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota is stated to be in the sufficient category and needs to be improved..

The self-efficacy variable is measured using three indicators with 7 statement items. Based on frequency distribution calculations, the self-efficacy variable produces an accumulated average score 4,18 with a respondent performance rate (TCR) of 74%. Thus, it may be illustrated that the Self Efficacy of civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota is stated to be in the sufficient category and needs to be improved.

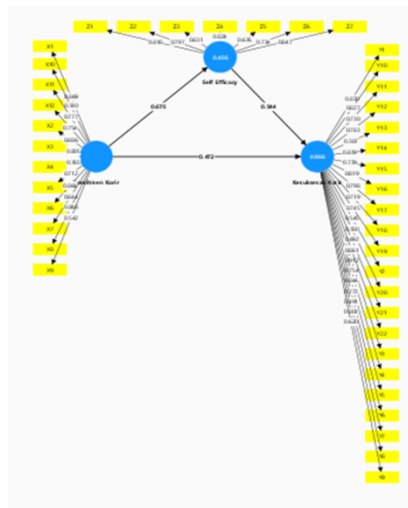
### Inferensial Analysis

This research uses SEM techniques through the SmartPLS4 (Partial Least Squares) application.

### Outer Model

The outer model evaluates the reliability and validity of research instruments. The loading factor and AVE values will describe the accuracy of the instrument being tested. Meanwhile, the composite reliability and Cronbach alpha values reflect the consistency of the instrument.

#### 1. Validity Test



**Figure 2. Outer Initial Model**

In the preliminary model, the construct was deemed invalid due to its correlation value below 0,70 and it was found that some had a value below 0,50. because based on (Hair et al., 2017) dimension is considered valid if its correlation value exceeds 0,7; although, loadings between 0,50 and 0,60 are still acceptable based on the correlation results between the dimensions and the constructs. So, it is imperative to reassess the original concept model by eliminating dimensions that are classified as discriminant validity, specifically seven question items (X9, Y2, Y7, Y9, Y13, Y21, Z5) which have an outer loading factor value. below the provisions, namely  $\geq 0,7$ .



Figure 3. Final Outer Model

After re-estimating by eliminating several items that do not meet the requirements, the value meets the loading factor, namely >0,7 and is considered valid. Apart from that, the AVE value may be used to see the validity of the measurement model. The AVE value is shown in the table below:

Table 1. Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Subjective Career Success (Y)	0,643
Career Commitment (X)	0,657
Self Efficacy (Z)	0,659

Source: Primary Data Processed with SmartPLS4 (2024)

Table 1 shows that each construct has an AVE value of >0,5, thus indicating that the level of construct validity is considered good and each variable in this study is stated to meet the convergent validity test criteria.

2. Reliability Test

In order to assess the construct and perform the reliability test, cronbach's alpha indications and composite reliability were looked at. The findings of the study's composite reliability test and cronbach's alpha are shown below:

Table 2. Cronbach's Alpha dan Compositr Reliability Test

Variabel	Cronbach's Alpha	Compositr Reliability (rho_a)
Subjective Career Success (Y)	0,965	0,967
Career Commitment (X)	0,947	0,955
Self Efficacy (Z)	0,896	0,901

Source: Primary Data Processed with SmartPLS4 (2024)

All of the constructs in the model satisfy the reliability criteria, as shown by Table 2, where the composite reliability value for each construct is more than 0,7.

Inner Model

Significant values and the research model's R squared are among the correlations between constructs that are examined in the inner model. Table 3 displays the R squared values for this investigation.

**Table 3. Hasil Analisis R-Square**

Variabel	R-Square	R-Square Adjusted
Subjective Career Success (Y)	0,885	0,877
Self Efficacy (Z)	0,485	0,468

Source: Primary Data Processed with SmartPLS4 (2024)

Table 3 shows that an R-Square value of 0,885 was achieved for the subjective career success variable. This finding demonstrates that the ability of the career commitment and self-efficacy variables in explaining subjective career success is 88,5%. Meanwhile, a value of 0,485 was found for the self-efficacy variable. This finding suggests that the career commitment can account for 48,5% of the variance in the self-efficacy measure.

**Hypothesis Testing**

Hypothesis testing in this research uses bootstrapping in SmartPLS4 software.

**1. Hypothesis of Direct Effect**

The test of the direct influence hypothesis was conducted by examining the t-statistics from the inner model. If the t-statistic exceeds 1,96, the hypothesis is accepted; if it is below 1,96, the hypothesis is rejected (Ghozali, 2014).

**Table 4. Pat Coefficients Results of Direct Influence PLS method**

Variabel	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Ket.
Career Commitment (X) -> Subjective Career Success (Y)	0,484	4,509	0,000	Significant
Career Commitment (X) -> Self Efficacy (Z)	0,697	5,112	0,000	Significant
Self Efficacy (Z) -> Subjective Career Success (Y)	0,538	5,709	0,000	Significant

Source: Test results processed with SmartPLS4 (2024)

Based on table 4 above, the T statistics show a value above 1,96. This indicates that the hypothesis proposed in this study was supported. Apart from that, the p value is below 0,50, which means that there is a significant influence.

- 1.) Subjective Career Success is significantly and favorably impacted by Career Commitment. (t-statistic = 4,509, direction coefficient = 0,484)
- 2.) Self Efficacy is positively and significantly impacted by Career Commitment. (t-statistic = 5,112, direction coefficient = 0,697)
- 3.) Subjective Career Success is significantly and favorably impacted by Self-Efficacy. (direction coefficient. (t-statistic = 5,709, direction coefficient = 0,538)

**2. Hypothesis of Indirect Effect**

**Table 5. Calculation of Mediation Variable Coefficients**

Variabel	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Ket
Career Commitment (X) -> Self Efficacy (Z) -> Subjective Career Success (Y)	0,374	3,438	0,001	Significant

Source: Test results processed with SmartPLS4 (2024)

According to Table 5, professional commitment has an indirect impact on self-efficaciousness, which in turn affects subjective career success of 3,438; this value is more than (1,96) with the initial sample of 0,374, as indicated by the coefficient values of the mediating variable. As a result, it shows that, through Self Efficacy acting as a mediator, Career Commitment positively and significantly influences Subjective Career Success.

**CONCLUSION**

This study uses Self Efficacy as a mediating variable to investigate the connection between Subjective Career Success and Career Commitment in civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota.

1. There is a direct, positive, and substantial impact of Career Commitment on Subjective Career Success in civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota. This means that if the employee's career commitment is higher, it will impact the higher subjective career success felt by civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota.
2. There is a direct, positive and substantial impact of Career Commitment and Self Efficacy in civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota. This means that if the employee's Career Commitment is higher it will affect the increased level of self-efficacy of civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota.
3. There is a direct, positive and substantial impact of Self Efficacy on Subjective Career Success in civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota. This means that if an employee's Self Efficacy is higher, it will affect the more elevated Subjective Career Success felt by civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota.
4. There is an indirect (mediation), positive and substantial impact of Career Commitment on Subjective Career Success through Self Efficacy as a mediating variable in civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota. This means that if the employee's level of Career Commitment is higher, it will increase Self Efficacy, if Self Efficacy increases, it will automatically increase Subjective Career Success in civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota. So, It has been demonstrated the causal connection between Subjective Career Success and Career Commitment is mediated by Self Efficacy..

**SUGGESTION**

Based on research results, the author suggests the following things to agencies. First, it was found that Subjective Career Success was positively impacted by Career Commitment. Therefore, based on the lowest Career Commitment indicator, career resilience, it is recommended that civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota develop the ability to



complete tasks and develop stress management skills. Where the goal is that employees can feel comfort and satisfaction in various aspects of their career, so that they can increase Subjective Career Success. Second, it was discovered that Subjective Career Success is favorably influenced by Self-Efficacy. Therefore, based on the lowest Self Efficacy indicator, generality, it is recommended that civil servants (PNS) at the Badan Pusat Statistik Kabupaten Lima Puluh Kota be more confident in their abilities in various situations. Because Self Efficacy plays an important role when facing challenges, adapting to change, and pursuing goals. Confidence in one's abilities can encourage employees to achieve subjective career success.

Apart from that, the author also suggests that further research examine different elements that may affect Subjective Career Success with the latest indicators to obtain more varied data. And it is also hoped to use a wider population and sample, for example by using several similar agencies.

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