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Abstract

Based on career construction theory and job attachment theory, the aim of this study is to provide insight into the interaction between transformational leadership, career adaptation, and career commitment on career success and the role of job embeddedness as moderating. A quantitative approach is used for this research. Data were collected from 129 lecturers at La Tansa Mashiro College. Rangkasbitung, Banten. Hypothesis testing using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that the effect of transformational leadership on career adaptation is not significant, job embeddedness as a moderator is needed for lecturer career success.

Keywords

transformational leadership; career adaptation; career commitment; career success; job embeddedness

Rudapest Institut



I. Introduction

To be managed effectively, leadership plays an important role in employees' perceptions of career success. Research on career success in the workplace arouses the interest of researchers because a preliminary understanding of employee career success is essential for developing a competent workforce (Ballouts, 2009), and also helps to achieve organizational success (Ng, Eby, Sorensen, and Feldman, 2005). There has been an increase in research on career success factors in various professions and lecturers are no exception (Aymans, Kortsch, dafn Kauffeld, 2020).

In order to reduce the rate of attrition among lecturers, it is important to explore the factors that can contribute to their career success (Laschinger, 2012). In an effort to examine the factors that influence the career success of lecturers, this study will examine the effect of career adaptation and career commitment on career success with the antecedents of transformational leadership and job embeddedness as moderators.

People who are committed to their careers should experience more career success than those who are less committed. Career commitment is characterized by the development of personal career goals and individual attachment, identification and involvement in these goals (Colarelli and Bishop, 1990). Increased attention is paid to career commitment. This is due not only to the importance of careers for individuals, organizations and society (Carson and Bedeian, 1994), but also to changing employee loyalty, higher education levels, and increased mergers, acquisitions and layoffs resulting in individuals not being able to depend on one organization to maintain an entire career.

Specifically, career success influences young adults' sense of self-efficacy regarding their decision-making abilities and coping skills, the stability of their initial vocational choices, the speed with which they learn new job responsibilities, and their level of ability, comfort with new coworkers and workplace norms work (Ng and Feldman, 2007). Today's rapidly changing economic environment encourages new adults to be equipped with useful psychosocial resources to adapt to changes in the world of work.

This helps individuals to integrate themselves into the structure of their work, company, and community. Transformational leaders do inspire followers to find meaning in their careers and to forecast their future career prospects but this effect depends on the level of one's job engagement because strong relationships encourage individuals to stay where they are (Ng and Feldman, 2007). In particular, career adaptability is an important social influence on job engagement and, promotes objective and subjective career success(Zhang, Lam, Dong, and Zhu, 2020). Therefore, it is reasonable to propose that job embeddedness will mediate the relationship between career commitment and career adaptation.

II. Research Method

This research uses a descriptive cross-sectional research which is designed to examine the effect of career adaptation and career commitment on career success. Where job embeddedness moderates the effect of transformational leadership on career adaptation and transformational leadership variables as antecedents of career adaptation and career commitment variables.

Transformational leadership was assessed using the 12-item Multifactor Leadership Questionnaire (MLQ 5x, Bass and Avolio, 2000). Items are graded from 1 (not at all) to 5 (often, but not always). Career adaptation was measured using the Career Adapt-Abilities Scale (CAAS). The CAAS (Savickas and Porfeli, 2012) is a multi-factorial self-rating measure, consisting of 24 items and four subscales. A 5-point Likert-type scale (1 = not)strong; 5 = strongest) was used for subjects' responses to each of the 12 items. Career commitment was measured using the 6-point version of Carson and Bedeian (1994). Three items are used for each of the three indicators. Items are scored from 1 (strongly disagree) to 5 (strongly agree). For job embeddedness, ten items with three indicators, namely links, fit, and sacrifice, used a 5-point response scale (5 = strongly agree) and (1 = strongly) disagree). Career success is measured by the Career Adapt-Abilities Scale (CAAS) with two indicators, namely career satisfaction and career performance (Zacher, 2014). Career satisfaction is measured by six items taken from the scale used by Greenhaus et al. (1990). Respondents responded to items on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Career performance is measured by six items from Li, Barrick, Zimmerman, and Chiaburu (2014). Respondents responded to items on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

III. Results and Discussion

3.1 Results

The data analysis technique in this study uses the Partial Least Square (PLS) path modeling (Lohmöller, 1989) to test the hypothesized research model. The PLS method is a non-traditional alternative to Covariance-Based Structural Equation Modeling (CBSEM). In PLS, the structural model is estimated using an iterative (repetitive) procedure that maximizes the strength of the relationship between the independent and dependent variables. PLS is suitable for prediction applications and theory building (Chin, 1998). Unlike CBSEM, PLS applies less restrictive assumptions about normality and the procedure works well with small samples (Chin, 1998; Chin and Newsted, 1999).

The PLS path model is defined in terms of two sets of linear relationships — inner and outer models. The inner model in determining the relationship between unobserved or latent variables, is similar to the CBSEM structural model. Outer models (or measurement models in CBSEM), show the relationship between latent variables and observed or manifest variables (Lohmöller, 1989). Unlike conventional SEM, PLS does not produce overall static tests, such as 2 Goodness of Fit (Rigdon, 2005). The evaluation of the PLS model was based on several fit indices, including rsquare values, average variance explained (Average Variance Explained-AVE), regression weights, and path loadings (Fornell and Cha, 1994; Lohmöller, 1989). The hypothesis model uses SmartPLS 3.0. In addition, the stability of the model was tested through a bootstrap resampling procedure.

a. Construct Test

The structural equation model in this study can then be described in the following structural equation image.



Figure 1. Construct Testing Model

The results of the evaluation of the structural equation model of the study used convergence in validity on the structural model with the loading factor, namely the outer loadings of the PLS algorithm.

b. Convergent Validity

Load factor value, outer loading factor criteria with a value > 0.7. to measure the variables of this study, and from the results of the outer loading the following data were obtained.

	X1	X2	X3	X4	Y
X10	0.106				
X11	0.790				
X111	0.652				
X112	-0.009				
X12	0.749				
X13	0.691				

	X1	X2	X3	X4	Υ
X14	0.661				
X15	0.728				
X16	0.332				
X17	0.714				
X18	0.716				
X19	0.714				
X21		0.876			
X210		-0.195			
X211		0.173			
X212		0.538			
X22		0.830			
X23		0.115			
X24		0.931			
X25		0.890			
X26		0.870			
X27		0.845			
X28		0.750			
X29		0.756			
X31			0.906		
X32			0.841		
X33			0.890		
X34			0.842		
X35			0.904		
X36			0.842		
X41				0.674	
X410				0.180	
X42				0.722	
X43				0.781	
X44				0.747	
X45				0.872	
X46				0.843	
X47				0.858	
X48				0.777	
X49				-0.013	
Y11					0.897
Y110					0.904
Y111					0.872
Y112					0.065
Y12					0.170
Y13					0.905
Y14					0.039
Y15					0.837
Y16					0.858

	X1	X2	X3	X4	Y
Y17					0.849
Y18					0.863
Y19					0.154

Based on the data in the table, it is found that the outer loading for research variables with indicators that are not valid with outer loading values below 0.7 are X10, X111, X112, X13, X14, X16, X210, X211, X212, X23, X41, X49, X410, Y112, Y12, Y14, Y19 have an outer loading value below 0.7 so that the indicator needs to be eliminated from the test results of the second stage of the outer model as follows.



Figure 2. The Second Construct Testing Model

The results of the outer loading factor also produce the following.

	X1	X2	X3	X4	Y
X11	0.854				
X12	0.808				
X15	0.840				
X17	0.812				
X18	0.819				
X19	0.802				
X21		0.893			
X22		0.837			
X24		0.942			
X25		0.897			
X26		0.887			
X27		0.858			

Table 2. Results of the Second Outer Loading

	X1	X2	X3	X4	Y
X28		0.761			
X29		0.770			
X31			0.904		
X32			0.843		
X33			0.888		
X34			0.842		
X35			0.903		
X36			0.844		
X42				0.718	
X43				0.781	
X44				0.741	
X45				0.877	
X46				0.847	
X47				0.866	
X48				0.781	
Y11					0.903
Y110					0.907
Y111					0.874
Y13					0.906
Y15					0.832
Y16					0.858
Y17					0.853
Y18					0.862

Based on the data in the table, the outer loading of all indicators is above 0.7, so that the convergent validity is higher.

c. Cronbach Alpha, Composite Reliability, and Average Variance Extracted (AVE)

The results of the reliability test and the average variation extracted for each variable can be described in the following table.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.906	0.934	0.926	0.677
X2	0.948	0.954	0.957	0.736
Х3	0.936	0.938	0.950	0.759
X4	0.910	0.938	0.927	0.646
Υ	0.956	0.958	0.963	0.765

Table 3. Reliability	Test
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The results of the reliability test using cronbach alpha, according to Hair, Hult, Ringle, and Sarstedt (2017) an instrument is said to be reliable if it has a cronbach alpha value of 0.7. The results of the analysis in the table show that each variable has a Cronbach alpha value of 0.7. So it can be concluded that all variables are reliable.

The results of the composite reliability test where each composite reliability value variable is greater than 0.6 can be concluded that all variables meet the composite reliability requirements.

Average Variance test results *Extracted*(AVE) it is found that each variable has an AVE value > 0.5 then it meets the Average Variance *Extracted*.

d. Inner Model for Full Model

The inner model test is to find out whether or not the structural model fits in the study, following the results of the inner model test.

Coefficient of Determination (R2)

	R Square	R Square Adjusted
X2	0.090	0.075
X3	0.256	0.244
Υ	0.610	0.604

 Table 4. Testing the Inner Structural Model

 R^2 shows the X2 variable of 0.090 which means that the X2 variable is explained by the X1 variable of 0.090 or 9.0% and the rest is explained by other variables. R2 shows that the X3 variable is 0.256, which means that the X3 variable is explained by the X1 and X2 variables of 0.256 or 25.6% and the rest is explained by other variables. R2 shows the Y variable of 0.610, which means that the Y variable is explained by variables X1, X2, and X3 of 0.610 or 61.0% and the rest is explained by other variables.

e. Q–Square Predictive Relevance (Q2)

	SSO	SSE	Q ² (=1-SSE/SSO)
X1	774,000	774,000	
X2	1032,000	967,819	0.062
Х3	774,000	630,924	0.185
X4	903,000	903,000	
Υ	1032,000	559,781	0.458

Table 5. Q–Square Predictive Relevance (Q2)

The influence of the research variables, namely X2 is 0.062, X3 is 0.185, and variable Y is 0.458 where a value of more than 0 (zero) is obtained in the good category, meaning that the observed values have been reconstructed properly with predictive relevance.

f. Hypothesis Test Results

The significance of the estimated parameters provides very useful information to determine the relationship between variables in this study. Hypothesis testing is done by looking at the probability value and t-statistics. For the probability value, the p-value with 5% is < 0.05. The t-table value for 5% is 1.960. So the criteria for acceptance of the hypothesis is when the value of t-statistics > t-table. Hypothesis testing with the Smart PLS 3.0 method is carried out by means of a bootstrapping process, so that the relationship between the influence of exogenous variables on endogenous variables is obtained as follows:



Figure 3. Boostrapping Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 1 -> X2	0.112	0.107	0.048	2,312	0.022
X1 -> X2	-0.185	-0.202	0.187	0.990	0.324
X1 -> X3	0.197	0.210	0.091	2,151	0.033
X2 -> X3	0.425	0.426	0.087	4,874	0.000
X2 -> Y	0.667	0.658	0.055	12,225	0.000
X3 -> Y	0.201	0.202	0.072	2,788	0.006
X4 -> X2	0.507	0.539	0.183	2,764	0.007

Table 6. Boostrapping Results Direct Effect

Based on the output results in the table above, it is known that the hypothesis testing for structural equations is shown as follows.

1. X4 moderates the relationship between X1 and X2

The t-statistic value for X4 moderates the relationship between X1 and X2, the original sample value of 0.112 is positive and the t-count is 2.312 > t-table (1.960) and the p-value is 0.022 < 0.05 and the original sample value is positive. Thus the hypothesis in this study is accepted. That is, X4 moderates the positive and significant relationship between X1 and X2.

2. X1 against X2

The t-statistic value for X1 against X2, the original sample value of -0.185 is negative and the t-count is 0.990 < t-table (1.960) and the p-value is 0.324 > 0.05 and the original sample value is negative. Thus the hypothesis in this study was rejected. That is, X1 to X2 has a negative and insignificant effect.

3. X1 against X3

The t-statistic value for X1 against X3 is the original sample value of 0.197 is positive and the t-count is 2.151 > t-table (1.960) and the p-value is 0.033 < 0.05 and the original sample value is positive. Thus the hypothesis in this study is accepted. That is, X1 to X3 has a positive and significant effect.

4. X2 against X3

The t-statistic value for X2 against X3 is the original sample value of 0.425 is positive and the t-count is 4.874 > t-table (1.960) and the p-value is 0.000 < 0.05 and the original sample value is positive. Thus the hypothesis in this study is accepted. That is, X2 to X3 has a positive and significant effect.

5. X2 against Y

The t-statistic value for X2 against Y, the original sample value of 0.667 is positive and the t-count is 12.225 > t-table (1.960) and the p-value is 0.000 <0.05 and the original sample value is positive. Thus the hypothesis in this study is accepted. That is, X2 on Y has a positive and significant effect.

6. X3 against Y

The t-statistic value for X3 against Y, the original sample value of 0.201 is positive and the t-count is 2.788 > t-table (1.960) and the p-value is 0.006 < 0.05 and the original sample value is positive. Thus the hypothesis in this study is accepted. That is, X3 to Y has a positive and significant effect.

7. X4 against X2

The t-statistic value for X4 against X2, the original sample value of 0.507 is positive and the t-count is 2.764 > t-table (1.960) and the p-value is 0.007 < 0.05 and the original sample value is positive. Thus the hypothesis in this study is accepted. That is, X4 to X2 has a positive and significant effect.

3.2 Discussion

a. The Effect of Transformational Leadership on Career Adaptation

The second finding of this study is that there is a negative and insignificant effect of transformational leadership on career adaptation. The results of this study are supported by Delle and Searle (2022) who found that leadership is positively related to career adaptability for employees who have low optimism and not significant for those who have high optimism. This was later corroborated by previous research. In particular, the results of research by Delle and Searle (2022) show that leadership allows people with low optimism to adapt to their work environment. Delle and Searle (2022) reasoned that because optimists are able to cope effectively with career demands, capitalizing on their positive feelings and unwavering self-confidence, and utilize their competencies (i.e., social and intellectual) to manage work-related change. Therefore, contextual support (ie, leadership) is of no benefit to them.

Lan and Chen's (2020) research expands on Career Construction Theory (CCT) by demonstrating the role of human intervention in facilitating career adaptability, and in particular, identifying transformational leadership as a precursor to supporting career adaptability. Since previous research has mostly focused on the dispositional antecedents of career adaptability, the lack of situational predictors as well as human intervention on career adaptability has led researchers to doubt whether career adaptability is, as theorized, a dynamic construct that can be developed (Coetzee and Harry, 2014).

b. The Effect of Transformational Leadership on Career Commitment

The first hypothesis is tested according to the paradigm that reflects the hypothesis, namely the effect of transformational leadership on career commitment. In this study, it was found that there is a positive and significant effect of transformational leadership on career commitment. These results are supported by the research of Mrayyan and Al-Faouri (2008) which found committed employees have many positive characteristics; positive work history, professionalism, intention to keep working and high work motivation. This characteristic is predictive of high performance.

Freeman and Fields (2020) research also supports this hypothesis, finding that holding only high performance expectations is directly related to teachers' career commitment to students' academic achievement and social well-being; Transformational behavior alone is indirectly related to both dimensions of career commitment through mediators of organizational settings. Other studies have also found predictions of transformational leadership from overall school commitment, teacher career commitment, and organizational commitment (Dumay and Galand, 2012; Ibrahim, Mokhtar, Ali, and Simin, 2017; Khumalo, 2019).

c. Effect of Career Adaptation on Career Success

The results also show that there is a positive and significant effect of career adaptation on career success. Career adaptation should be conceptualized using a larger network of relevant resources to achieve career success. As research by Haenggli and Hirschi (2020) shows, career adaptation is significantly related to other types of career resources, career adaptation resources, knowledge and skills, and motivational and environmental career resources each explaining unique variances in different aspects of success. career. Career adaptation is critical for achieving career success in terms of quality and meaningful work and authenticity, but less important for recognition, influence, and overall career satisfaction.

Development is a change towards improvement (Shah et al, 2020). Career development is thought to be motivated by a continuous process of adaptation to the social environment with the aim of achieving appropriate person-environment integration. Career construction vis-a-vis career adaptability can be particularly relevant in the context of perceived career success relationships because employees will feel more successful in pursuing their careers by using their adaptability resources (Al-Ghazali, 2020).

Growing interest in career adaptability as a key self-regulating factor in career development (Zacher, 2014) led to closer scrutiny of occupational and non-occupational antecedents of adaptation resources (i.e., psychosocial strengths; Savickas, 2013) that enable individuals to successfully cope career tasks, transitions, barriers, and challenges. Overall, perceived organizational support (POS), work-related resources, and perceived partner support, non-work resources, family-related, have the potential to increase career adaptability which then contributes to career success (Ocampo, Restubog, Liwag, et al. Wang, and Petelczyc, 2018).

d. The Effect of Career Commitment on Career Success

Several studies support the third hypothesis, namely that there is a positive and significant effect of career commitment on career success, among them the research of Van der Heijden, Davies, Van der Linden, Bozionelos, and De Vos (2022) found support for the assumption of employability as a mediator in the relationship between career commitment and objective career success. People who have an interest and drive to advance their careers are indeed more likely to achieve promotions with their current employer and to

achieve more promotions in their overall career, and this is achieved exclusively through those with high employability, particularly personal flexibility and sense of their company.

This finding agrees with previous research reporting that people who are more committed to their careers are more likely to consider themselves more successful, thus supporting the idea that achieving alignment between attitudes and behavior is important (Aguirre-Rodriguez et al., 2012; Hosany and Martin). , 2012; Roy and Rabbanee, 2015) and this will lead individuals with a strong career commitment to maintain psychological alignment in evaluating their careers.

In the study of Van der Heijden et al. (2022) there is a different pattern depending on the target group studied (academic versus support staff). This suggests, at least for the group included in our study, that individuals' career commitment and their employability are important for understanding their career success, regardless of the occupational group to which they belong. Since there are colleges that are relatively more focused on education than research assignments for their lecturers, the factors that enable their career advancement may be more akin to the factors that enable the career advancement of support staff than might be the case at a more research-oriented university.

e. Effect of Career Adaptation on Career Commitment

The fifth hypothesis is that there is a positive and significant effect of career adaptation on career commitment. The results of this study are supported by Omar and Tajudeen (2020) who found career adaptability is positively related to career commitment which is consistent with the findings of previous research, especially for career planning (Hirschi, Herrmann, and Keller, 2015; Rudolph, Lavigne, and Zacher, 2017).

Individuals with high career adaptability will be able to commit to their careers which can reduce the intention to leave. Career adaptation has a significant role in career commitment because adaptable individuals have an interest in the career they are involved in. Adaptive individuals with concern, control, curiosity, and high self-confidence towards careers are concerned with the nature of careers (Coetzee and Stoltz, 2015) that can trigger the need for commitment. This is because concern about the nature of careers is seen as an intrinsic motivator and an aspect of individual subjective career success (Du Toit and Coetzee, 2012). Individuals who have high career adaptability will have a high level of adaptation response, especially through exploration and commitment to progress towards identity achievement (Savickas and Porfeli, 2012). In relation to the context of this research, individuals with high career adaptability will have a higher level of career identity which is part of the career commitment construct.

f. Job Embeddedness Moderating the Effect of Transformational Leadership on Career Adaptation

The last hypothesis is that job embeddedness moderates the positive and significant effect of transformational leadership on career adaptation. The results of this study are supported by Ferreira (2012) and Rossier, Zecca, Stauffer, Maggiori, and Dauwalder (2012) who found a significant relationship between career adaptability and career and work-related outcomes, such as success at work, work engagement, job satisfaction, job embeddedness and organizational commitment. Followers of transformational leaders are open to change, flexible and can easily adopt in changing situations. Because they challenge the status quo and try new things, it makes it easier for them to adapt to change because they do not resist change (Tims, Bakker, and Xanthopoulou, 2011).

Employees' preferred perceptions of career adaptability keep these individuals engaged in their jobs. Adaptability provides individuals to connect strongly with organizations, communities and co-workers (Ferreira, Coetzee, and Masenge, 2013; Yao, Lee, Mitchell, Burton, and Sablynski, 2004). Bonded employees are compatible with organizational systems and they work well with everyone else around them (Mitchell, Holtom, Lee, Sablynski, and Erez, 2001).

Employees are bound to think their careers are going in the right direction and hence they are satisfied with their achievements towards their careers. When an employee has a greater compatibility between his values and the values of his organization, he strikes a balance in work-life conflicts and sees long-term career prospects as satisfying. This finding is supported by Stumpf (2014) who found that employees with greater job embeddedness tend not to change jobs or organizations and they are more successful in developing their careers.

Research Limitations

This research has limitations. First, the data for this study are cross-sectional, which makes it impossible to draw strong conclusions about causality. Therefore, to get a better idea of causality, future research should focus on experimental and/or longitudinal research designs.

Second, this study uses samples taken from permanent university lecturers in Rangkasbitung, Banten which limits the generalizability of the research results. Therefore, there is a need to reassess and reaffirm the generalizability of the findings of this study in other places, different organizational and cultural backgrounds, and work contexts. A cross-cultural comparative study, particularly focusing on several cultural dimensions (eg individualism vs. collectivism, power distance, etc.), can yield interesting results.

Third, the data are obtained from the same source. Therefore, it is possible that the research findings could be influenced by general method bias. However, the researcher empirically assessed this problem in this study, and the researcher believes this is not a serious problem, all measures used in this study were extensively studied in previous empirical research studies.

Fourth, some participant characteristics, such as participant experience and age, may serve as confounders but have not been tested in this study. Further research should explore this effect as well. Lastly, personality can influence the influence of transformational leadership on perceived career success. Therefore, future research should attempt to assess the moderating role of follower personality types on the influence of transformational leadership on perceived career success.

V. Conclusion

To answer the research questions and hypotheses and based on the research results, this study has six conclusions as follows.

- 1. There is a negative and insignificant effect of transformational leadership on career adaptation.
- 2. There is a positive and significant effect of transformational leadership on career commitment.
- 3. There is a positive and significant influence of career adaptation on career success.
- 4. There is a positive and significant influence of career commitment on career success.
- 5. There is a positive and significant effect of career adaptation on career commitment.

6. *Job embeddedness* moderate positive and significant influence of transformational leadership on career adaptation.

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