The Influence of Proactive Personality and Social Capital Toward Career Success: A Case Study of Employees of Indonesia's State-Owned Enterprises

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Abstract: *This study aims to analyze the influence of proactive personality on subjective career success on the employees of Indonesia's State-Owned Enterprises, investigate the influence of the network on subjective career success on the employees Indonesia's State-Owned Enterprises, and examine the impact of trust on subjective career success on the employees Indonesia's State-Owned Enterprises. The sampling technique uses saturated samples with 82 employees of PT. Kereta Api Indonesia DAOP 7 Madiun who in the position of junior supervisor, supervisor, senior supervisor, junior manager, manager, and senior manager/general manager/vice president of the office. The type of this research is quantitative. The statistical analysis used in this study was Partial Least Square (PLS) with the help of smart PLS 3.0 software. The results of this study indicate that proactive personality has a significant and positive effect on subjective career success; however, network and trust have no significant and positive impact against subjective career success. The results of this study show that the level of subjective career success at on the employees Indonesia's State-Owned Enterprises is fairly high. Employees who have high proactive personalities are proven to have high subjective career success, while the high and low networks and trust in this study have not been able to influence subjective career success. This research implies that it is important for companies to maintain a high proactive personality. Furthermore, companies need to use a great network and trust to make improvements to other aspects of the organization. Some previous studies about the influence of proactive personality and social capital toward career success have been carried out, but they are less specific on subjects that have satisfactory career paths. While the subject of this study is very significant, namely employees who are in the positions of junior supervisors, supervisors, senior supervisors, junior managers, managers, and senior managers/general managers/vice presidents, this will certainly be a reflection of the success of subjective career itself.*

Keywords: Subjective Career Success; Proactive Personality; Social Capital; Network; Trust.

INTRODUCTION

In the fast-paced globalization era as it is today, all aspects are moving and changing rapidly, including an organization and all aspects of it. To be able to keep up with the rapid development of the eras, an agency, organization, or individual must adjust and utilize all resources to achieve the specified goals. The achievement of these hopes and goals is often associated with success. Success is defined as the achievement of an action within a certain period or within specified parameters. Success can also mean completing a goal or achieving a goal. Success can be extended to cover the whole project or be limited to one component of the project or task. This can be achieved at work, or in one's personal life. The term daily success is something that is used to describe someone who has achieved his personal, financial, or career goals (Bussines, 2020). Many scientists have observed that careers in the 21st century are becoming increasingly "unlimited" and "protean" (Arthur & Rousseau, 1996; Hall, 1996 in Seibert *et al.*, 2001).

In Indonesia, especially in the working world, all employees always try to reach a certain stage or level to achieve a goal of what they have done. Jim Meade said that career success can be seen as personal experience and accumulated tangible or real achievements, therefore career success involves subjective and objective career success (Dai & Song, 2016). Employees or human resources in companies and organizations in striving for career success or the success of the company where they work, certainly use all resources. From the perspective of human resources, human capital and social capital seem to be considered as the main ideas of questions about the factors that influence career success (Chen, 2011).

This research was conducted at PT. Kereta Api Indonesia DAOP 7 Madiun which is located on Jl. Sunaryo Comp. 14 Madiun. PT Kereta Api Indonesia is a State-Owned Enterprise (SOE) in Indonesia which is engaged in transportation and other support while at the same time being a life of the Indonesian economy with more than 70 years of experience in the field of transportation. PT Kereta Api Indonesia is listed as the most aggressive and innovative SOE in corporate reform. It is supported by a variety of fundamental improvements in financial performance, management, awards, and especially service to railroad service customers. Also, KAI is committed to implementing a comprehensive transformation with 5 Main Values (Integrity, Professional, Safety, Innovation, and Excellent Service). Accompanying this success, KAI does not only focus on operational development but continued to improve the competitiveness of the company through the continuous development of quality human resources (KAI, 2020).

The research questions and aims of this study are to analyze the influence of proactive personality on subjective career success on the employees of Indonesia's State-Owned Enterprises, investigate the influence of the network on subjective career success on the employees Indonesia's State-Owned Enterprises, and examine the impact of trust on subjective career success on the employees Indonesia's State-Owned Enterprises

LITERATURE REVIEW

Subjective career success

Seibert *et al.* (2001) define career success as a cumulative result, a product of behavior that is combined over a relatively long period. Career success is much focused on things that can be directly observed such as promotions and salaries. However, nothing can guarantee that a lot of money can assure to get a sense of satisfaction with career success (Hall, 2002). This raises the question of whether someone will feel successful with his career by having a huge amount of salary, or by reaching a certain position at work. Hence, in achieving career success long and complicated processes are needed. Career success can be well studied from both objective and subjective reference points. London & Stumpf (1982) in Seibert *et al. (*1999) say the term objective career success refers to observable career achievements, such as salary history and promotions. Whereas subjective career success reflects people's satisfaction and achievement with their careers (Judge *et al.*, 1995). In this research, career success will be focused on subjective career success. According to Judge *et al.* (1995) subjective career success reflects a feeling of satisfaction and achievement in their careers.

Proactive personality

The career success of each individual is inseparable from several factors that affect it. One of the factors that influence career success is a proactive personality. Proactive individuals approach their work and career differently than less proactive people. Proactive individuals choose and create situations that increase the likelihood of high levels of job performance (Grant, 1995 in Seibert *et al.,*1999). They are more likely to be involved in career management activities such as finding employment and organizational information, getting sponsorships and career support, carrying out career planning and surviving in the face of career obstacles (Ashford & Black, 1996; Frese et al., 1997; Morrison, 1993 in Seibert *et al.,*1999).

In general, personality is believed to influence success in the working world for two reasons: (1) career is a product of behavioral tendencies that accumulate over time, and (2) work-life is full of 'weak' situations where personality plays a dominant role (Fuller & Marler, 2009). A recent meta-analysis shows that proactive individuals have greater career success because they use both competition mobility and sponsorship mobility pathways to career success (Fuller & Marler: 337, 2009 in Turban *et al.* 2017).

Social capital

Fukuyama (1995) in Chen (2011) argues that the most effective groups and organizations are those who have the highest level of trust or social capital. Recent advances in social capital theory (Coleman, 1990) have begun to provide finer analyzes of how individuals' social networks influence their careers in organizations (Burt, 1992, 1997; Ibarra, 1995; Podolny & Baron, 1997; Sparrowe & Popielarz, 1995 in Rilwanu & Abdulkarim, 2014). This theoretical perspective has the potential to increase scientists' knowledge about the role of social processes in career success. Grimland *et al. (*2012)) mentions the first resource available to employees to meet work requirements and improve performance is their social capital. Related to social capital variables, this study replicates Chen's (2011) research which divides social capital into two dimensions, namely network, and trust.

The connection between proactive personality and subjective career success

Individuals with proactive personalities tend to start on their own, they are future-oriented, and focused on improving themselves (Parker, Bindl, & Strauss, 2010 in Turban *et al.* 2017). Based on this theory, it can be concluded that the achievement of career success can occur because of the initiative of people with proactive personalities. This is also supported by the results of research by Yean *et al.* (2013) which shows the results that proactive personality positively influences subjective career success. Research by Seibert *et al.* (1999) also indicates that proactive personality is significant and positively related to career success. The study is also supported by Turban (2017) which showed proactive personality results are significantly correlated with career success. A study by Fuller & Marler (2009) reveals that proactive personality is positively related to objective career success and subjective career success. However, it differs from research conducted by Siswanti & Muafi (2010of 96 local government employees in Sleman Regency, Yogyakarta. Siswanti's research results on no impact of proactive personality found on subjective career success. Thus, stated below is the proposed hypothesis

H1: There is a positive connection between proactive personality and subjective career success

The connection between social capital and subjective career success

A study by Chen (2011) results show that networks do not affect subjective career success, whereas trust has a positive effect on subjective career success. Kistyanto (2008) states that social capital as measured by four dimensions, namely social click, trust, reciprocal norms, and connections, has a significantly positive effect on objective career success and subjective career success such as career satisfaction. The positive connection between social capital and career success is supported by research by Rilwanu & Abdulkarim (2014) which indicates a significant positive connection between

social capital and career success in learning geographic education among respondents (students) in tertiary institutions in the state of Katsinam Nigeria. Thus, stated below is the proposed hypothesis:

H2: There is a positive connection between the network and subjective career success
H3: There is a positive connection between trust and subjective career success

Conceptual Framework of the Study
Based on the hypotheses that have been developed before, the conceptual model in this study can be described as follows:
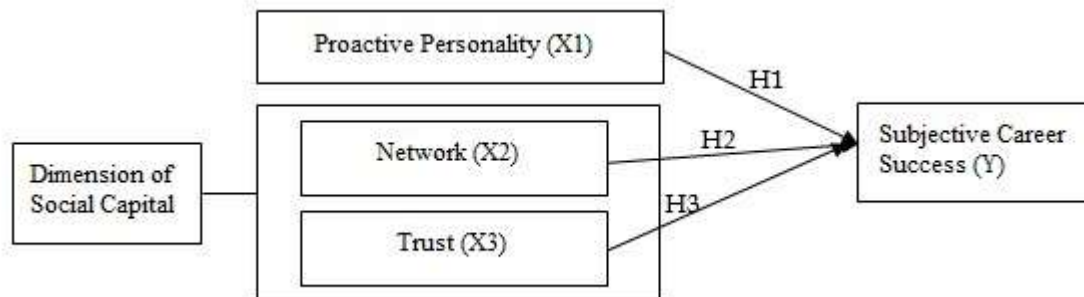
Figure 1: Hypothesized Model

METHODOLOGY
The sample of this study was the employees of *PT. Kereta Api Indonesia DAOP 7 Madiun* who are in the positions of junior supervisor, supervisor, senior supervisor, junior manager, manager, and senior manager/general manager/vice president of the office. Retrieval of research data carried out at the office of *PT. KAI DAOP 7 Madiun*, using a saturated sampling technique with 82 employees. The research method used is path analysis. The measurement scale used in the statements is a Likert-like scale with a scale of 1-5 points. Proactive personality variables were measured based on 10 items proactive personality scale Seibert *et al.* (1999) which is shortened from the Bateman & Crant (1993). Social capital variables are divided into two network dimensions and trust as measured using indicators from Chen (2011), meanwhile, the subjective career success variables are measured using Greenhaus *et al.* (1999).

RESULT/FINDINGS
This research used Structural Equation Modeling (SEM) hypothesis testing using Smart PLS software version 3.0 PLS. PLS-SEM analysis was carried out with several assessments including assessing the measurement model (outer model) and structural model (inner model). In Convergent Validity all indicators are considered valid if they have a correlation value of more than 0.70. However, a loading value of 0.50 to 0.60 in the early stages of the research is considered sufficient (Chin in Ghozali, 2014).

Tabel 1: Evaluation Results of Measurement Models

Variable	*Outer Loading*	*Composite reliability*	*Cronbach's Alpha*	Indication
Proactive Personality				
I am constantly looking for new ways to improve my life.	0.528			
Wherever I am, I have become a strong force for constructive change.	0.557			
There is nothing more exciting than seeing my idea turn into reality.	0.743			
If I see something that I dislike, I will fix it.	0.681			
No matter what the chances are, when I believe in something, I am going to make it happen.	0.622	0.864	0.829	Valid and reliable
I like to be a champion for my ideas, even against other people's opposition.	0.627			
I am good at identifying opportunities.	0.516			
I always look for better ways to do things.	0.751			
When I believe an idea, nothing will prevent me to make it happen.	0.604			
I can find good opportunities long before anyone else can.	0.587			
Network				
I have many colleagues at the company.	0.933	0.904	0.892	Valid and reliable
I always have a good relationship with coworkers.	0.750			

Variable	Outer Loading	Composite reliability	Cronbach's Alpha	Indication
I always have a good relationship with my boss.	0.875			
I always have a good* relationship with subordinates.	0.782			
Trust				
When I face a problem, many colleagues at the company can consult.	0.703			
When things get tough, my coworkers can be trusted.	0.569			
When things get tough, the company will provide assistance.	0.536			
When things get tough, my boss will help.	0.523	0.847	0.801	Valid and reliable
When things get tough, my coworkers will give me professional advice.	0.605			
When things get tough, my coworkers will take the time to help me.	0.805			
When things get tough, my coworkers will encourage me.	0.801			
My colleagues will help me complete my work.	0.541			
Subjective Career Success				
I am satisfied with the success that I have achieved in my career.	0.811			
I am satisfied with the progress I have made to meet my overall career goals.	0.760			
I am satisfied with the progress I have made to meet my goals in earning income.	0.875	0.921	0.897	Valid and reliable
I am satisfied with the progress I have made to meet my goals in achieving progress.	0.866			
I am satisfied with the progress I have made to achieve my goals in developing new skills.	0.868			

Source: Author Data Processing (PLS 3.0)

Based on table 1 it can be seen that the outter loading results for each indicator are valid because it is more than 0.50. Composite reliability is said to be good if the value is above 0.70. In the table above, you can see the value of composite reliability for all variables is more than 0.70. Then the variable model has met the composite reliability or has good reliability. Croancab's alpha can strengthen the reliability test results from the previous composite reliability results or it could be said that Cronbach's Alpha evaluates internal consistency. Cronbach's alpha value can be used if it is more than 0.60 (Siregar, 2014). Based on the table above, the Croancab's alpha for all constructs is above 0.60. Thus, the variable model meets Cronbach's alpha or it has strong reliability.

Based on the characteristics of the respondents, this study is dominated by male respondents, which is as much as 90% of the 60 sample sizes, while females are only a small part, namely 10%. Based on age characteristics, it is dominated by age 41-50 years by 30%, then followed by 20-30 years by 28.3%, >50 years by 21.7%, and lastly, 31-40 years with only 21%. Considering the highest education of the respondents, the highest degree on average is a high school diploma equivalent of 60%, then a bachelor of 31.7%, and a diploma of 8.3%. In the sample of this study, no one had a master's or doctoral degree as their highest education. As for the characteristics of tenure, the ones who have been working for the longest period in the company, for > 20 years by 40%, 5-10 years by 26.7%, 10-15 years and 15-20 years have the same amount by 13.3% and the last one of less than 5 years is only 6.7%.

Tabel 2: Hypothesis Test Results

Correlation Between Variables	Original Sample	T-Statistics	Indication	Conclusion
Proactive Personality and Subjective Career Success	0.297	2.367	>1.96 (Significant)	Hypothesis Accepted
Network and Subjective Career Success	0.175	1.013	<1.96 (Insignificant)	Hypothesis Rejected
Trust and Subjective Career Success	0.150	1.047	<1.96 (Insignificant)	Hypothesis Rejected

Source: Author Data Processing (PLS 3.0)

To test the significance level, t-statistics for all paths are generated using the SmartPLS 3.0 bootstrap function. Based on the assessment of the path coefficient as shown in Table 2, one direct correlation was found to have a t-value ≥of 1.96, which is significant at the significance level of 2,367. While the other two connections do not meet the level of significance.

DISCUSSION / ANALYSIS

Proactive personality has a positive and significant impact on career success

The test results note that a proactive personality has a significant positive impact on subjective career success. This can be seen from the data which shows that the t-statistic value is 2,367 which is higher than 1.96. Hence, H1 is accepted.

This is supported by the descriptive results of the respondents for proactive personality variables included in the high category seen from the three-box method category, namely the average value of the proactive personality variable 3.93 and the average value of the subjective career success variable of 3.86. These results proved that the proactive personality of the employees at *PT. KAI DAOP 7 Madiun*, significantly and positively influence the subjective career success of employees. Proactive individuals find it easier to achieve what they expect since they also put efforts to improve the conditions within the company. Individuals with proactive personalities tend to make positive changes for themselves and their surroundings, creating progress for their careers in order to please their selves.

Based on the estimation results of the inner model using smartPLS software, it is known that a proactive personality has a coefficient estimate of a positive sign that is equal to 0.297 against the subjective career success of *PT. KAI DAOP 7 Madiun*. These results can be concluded as the positive influence of proactive personality on the subjective career success of employees of *PT. KAI DAOP 7 Madiun*.

It means that individuals with proactive personality are better in doing their jobs, they are faster and more active and responsive. This gives a good evaluation for the employees which also affects the yearly evaluation of the company. With good appraisal results, the employees can very likely improve and enhance their careers, which then becomes hope, achievement, and satisfaction for the employees. That way it can be concluded that proactive personality can affect their career in the company both objectively and subjectively.

The impact of the network on subjective career success

Through the result of the causality test using smartPLS 3.0 software, shows that the network has no impact on subjective career success. This can be seen from the data showing that the t-statistic value is 1,013, which is less than 1.96. Thus, H2 is rejected.

This is influenced by several factors including the employee's view of the network itself, in this study, it is a good connection between employees, superiors, and subordinates which is a form of politeness, things that must be done, and become a daily ethos. A solid network between employees will be able to influence the employee's performance.

Besides, there are indeed other factors that influence subjective career success. The employees are satisfied with the progress and achievements they have made while working in the company. Being in their current job position can be felt like a form of career advancement that has been accomplished, both in terms of income and efforts to improve new skills such as social, leadership, and other skills. Several things can influence the achievement of these things such as support from colleagues, years of service in the company, work experience, personal skills, and also working fortitude.

The influence of trust towards subjective career success

Through the result of the causality test using smartPLS 3.0 software, it indicates that trust does not affect the subjective career success of PT. KAI DAOP 7 Madiun. The t-statistics value of 1.047 is lower than the t-table value of 1.96. Therefore, H3 is rejected.

This shows that the influence of trust on subjective career success is not significant, which means that high or low levels of trust each employee has will not affect the subjective career success of employees.

Other things that affect the subjective career success of the employees are expected salaries, training, promotions based on the employees' performance, such as positions that have been achieved during their careers. It gives their satisfaction. Moreover, working in state-owned companies such as *PT. Kereta Api Indonesia* gives them some pride because it is prestigious and has more value in society. For some employees of *PT. KAI*, working in the company which can give them a good amount of salaries after retirement would be comforting. *PT. KAI* is a state-owned company that provides services to the public. If the company can give a trusted image to society, the employees will feel a sense of pleasure. That way they feel their performance has been appreciated by society both in terms of services and others.

Based on the interviews, the employees said that trust is truly needed by each employee in a company. Because there are no employees who can do their work. The employees must trust their coworkers, superiors, or subordinates so that they are able to finish their job more quickly and precisely as well as to solve difficulties among them. Hence, mutual trust with colleagues influence their working performance in the company

Furthermore, in an unstructured interview with the junior manager of the HR unit, he admitted that trust between colleagues and superiors is very necessary to establish good connections within the company. He also said that the company also provides some assistance to its employees such as legal assistance if they are exposed to legal cases, natural disasters, training, or education. However, this assistance is not given for free, there are some conditions that employees must meet if they want to get this and they must apply for it.

Based on the questionnaire concerning trust, the point 'when things get tough, the company will provide assistance' has the lowest average value. As in real experience faced by the employees, they feel like the company is still lacking in assisting because all forms of assistance must go through procedures in advance which are considered complicated and require a long time such as Umrah, education, and legal assistance. Besides, if there are difficulties in their work, the

employees must take responsibility on their own, each employee must finish their job as best as they can. Thus, those matters lead the employees to be less concerned with their subjective career success.

CONCLUSION

Based on the SEM analysis that has been conducted, it can be concluded that there is a positive and significant impact on the connection of proactive personality on subjective career success. While the dimensions of social capital, namely network, and trust, do not seem to influence subjective career success.

LIMITATIONS AND STUDY FORWARD

The sample in this study was quite narrow, hence, the sample size had to be widened and the scope of the study is expanded. For future similar studies, the researcher suggests adding variations in the model by imposing job satisfaction as a mediator of this connection. The researcher believes that, based on field interviews, job satisfaction can be a contextual factor in mediating the influence of variables in this research model.

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