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**“VUCA 2.0 :
HOW TO SURVIVE THE UNSTEADY WORLD?”**

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FOREWORD



Assalammualaikum Wr. Wb

Welcome to the Sriwijaya, Economics, Accounting and Business Conference (SEABC). SEABC is scholarly activity consists of international seminar and conference that is expected to give contribution and identify national economic policy, especially in facing ASEAN economic community. In 2020, SEABC is running its sixth year and taking a theme of “VUCA 2.0 : How to Survive Unsteady World ?”.

The Faculty of Economics of Universitas Sriwijaya has organized this important seminar and conference. Many individuals have put that hard work to make this event becomes reality. The papers presented at this conference and included in this proceedings are expected to give contribution to research and technology development (IPTEK).

At last, we would like to thank for all the participants and the presenters that are willing to present their ideas and make this conference possible. We hope this proceedings can be a reference to build our nation and country.

Wassalammualaikum Wr. Wb

Prof. Dr. Mohamad Adam, S.E., M.E.

Dean of Faculty of Economics
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ORGANIZATIONAL SUPPORT AND ITS INFLUENCE ON OBJECTIVE CAREER SUCCESS

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Abstract

Purpose: One of the factors that led to the successful employee's career was organizational support. The results of several studies suggest that organizational support has a positive relationship to career success such as the opportunity to earn a bigger salary and promotion of positions. Organizational support also makes one willing to participate in career development activities that will ultimately impact objective career success. Thus, the purpose of this research is to examine more the influence of organizational support on objective career success.

Research Methodology: The population in this study was nurses at the Eye Specialty Hospital of South Sumatra Province as many as 67 peoples. Samples were taken using census sampling techniques. The type of data in this study is primary data taken by disseminating questionnaires to respondents. The data is processed and analyzed using descriptive analysis and multiple linear regression analysis.

Results: The results of this study found that organizational support consisting of career sponsorship, employer support, and self-development opportunities simultaneously affected objective career success. Partially only self-development opportunities affect objective career success, while career sponsorship and employer support do not affect.

Limitations: Based on the results of the study that organizational support variables only explain a portion of objective career success variables so that subsequent studies can be added and explored again other variables that can affect objective career success variables.

Contribution: Organizational support and employee career success are part of human resource management science so that the results of this research are expected to be used as a reference for further research in the field of human resource management, especially on the topic of research on the career development of employees in the organization.

Keywords: *Organizational support, career sponsorship, employer support, self-development opportunities, objective career success*

1. INTRODUCTION

Every employee wants to achieve success in their career. Career success is an accumulation of achievements during one's work experience (Haines et al., 2014). Career success has two dimensions, namely objective career success and subjective career success (Cao et al., 2012). Objective career success is a career achievement that can be seen directly and has a standardized size whereas subjective career success is an evaluation of the career itself and experience in achieving career results (Spurk et al., 2019). Objective career success is an external career achievement that is usually assessed by others or the social environment (Rasdi et.al, 2009)

The hospital is an institution consisting of several professions, such as doctors, nurses, and other health workers and there are several positions in the hospital such as director or head of the hospital, deputy director, head of the field, or manager. As the population grows, the need for health workers also increases, one of which is the nurses. In hospitals, nurses have the largest proportion of health workers. As of December 2016, the majority of nurses were placed in hospitals, amounting to 58.26 percent, and the rest were placed in health centers and disadvantaged, disadvantaged, and outer areas (Source: Datacenter and Information of the Ministry of Health, 2017). Based on Regulation of the Minister of Health of the Republic of Indonesia No. 40 of 2017 on The Development of Professional Career Level of Clinical Nurses, there are four areas of professional career level nurses, Clinical



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Nurse, Nurse Manager, Nurse Educator, and Nurse Research. Nurses who are in the hospital are mostly Clinical Nurses and Nurse Managers. The Eye Specialty Hospital of South Sumatra Province is one of the hospitals in Palembang. The hospital has 67 nurses and almost all have a professional career as a Clinical Nurse (source: The Eye Specialty Hospital of South Sumatra Province, 2020). In the professional career level of nurses, the clinical nurse level is the lowest career level. Achieving the improvement of the nurse's career level is one form of objective career success.

One of the factors that led to the successful employee's career was organizational support. The results suggest that organizational support has a positive relationship to career success (Ballout, 2007; Said et al., 2015). The organization's support also has a positive relationship with the opportunity to earn a bigger salary and promotion of positions. Organizational support makes one willing to participate in career development activities that will ultimately impact objective career success (Rasdi et al., 2009). Organizational support has several dimensions such as career sponsorship, employer support (Ng et al., 2005), and opportunities to develop themselves (Said et al., 2015).

The lower the career level of the nurse will have an impact on the total salary received because the higher the career level, the higher the total salary of the nurse. Total income is an accumulation of salaries and allowances. The career level also shows the level of promotion of the position obtained. The more often a nurse gets promoted to a position, her career will increase so it can be said that the nurse achieved objective career success. The objective career success of nurses will be achieved with the support of the organization that in this case is the hospital where the nurse works.

Based on the phenomenon outlined above, this study will examine more about the influence of organizational support on objective career success where the organization's support is described as career sponsorship, employer support, and self-development opportunities so that the formulation of the problem in this research is: Do career sponsorships, employer support, and self-development opportunities affect objective career success simultaneously and partially?

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organizational Support

According to Eisenberger's Organizational Support Theory (OST) in 1986, employees have a general perception of how organizations assess employee contributions and care about their well-being (Kurtessis et al., 2017). Organizational Support Theory (OST) considers the development and results of the perception of organizational support. According to this theory, employees develop a perception of organizational support in response to socio-emotional needs and organizational readiness to increase rewards for employees for all efforts that have been made for the organization. Organizational Support Theory (OST) maintains on the principle of reciprocity where employees dedicate themselves to organizations to get paid salaries and incentives, as well as socio-emotional rewards such as self-esteem, acceptance, and care from the organization so that ultimately a healthy relationship between employees and organizations will have an impact on employee welfare (Baran et al., 2012). Organizational Support Theory (OST) suggests that perceptions of organizational support have a relationship with employee commitment, job satisfaction, employee performance, and other results (Kurtessis et al., 2017).

Organizational support is a situation in which the organization provides direction to employees in achieving career success. Organizational support is also referred to as organizational career management (Barnett & Bradley, 2007). Organizational support can improve employee competency, which is one of the factors associated with career success. Organizational support has a positive relationship with job recognition, salaries, and promotions (Ballout, 2007). The organization's support will allow employees to get promoted positions (Diao & Park, 2011). According to (Baran et al., 2012), the perception of organizational support has three parts: fairness, appreciation and good



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working conditions (training, autonomy, role pressure), and employer support while according to (Ng et al., 2005), organizational support has dimensions: career sponsorship, employer support, opportunities to develop themselves, and organizational resources.

Career sponsorship can be the extent to which an employee receives support from senior employees in career enhancements such as coaching and protection. Employer support can be in the form of emotional support and support for work such as providing feedback on performance, providing career information, allowing employees to learn, and providing challenging tasks so that employees can develop their careers. The opportunity to develop themselves can be the extent to which organizations provide opportunities for employees to develop skills. Organizational resources are defined as a measure of the organization indicating the number of employees and the amount of organizational support allocated to employees (Ng et al., 2005). Another form of organizational support for employees can be employee development programs and provide opportunities for employees to participate in training. The efforts made by the organization show the organization's concern for its employees (Chew & Wong, 2008). Another form is the awarding of employees' work and paying attention to the socio-emotional needs of employees (Ming-Chu & Meng-Hsiu, 2015).

Objective Career Success

Career success is an accumulation of achievements obtained by employees during their work experience (Haines et al., 2014). In today's life, success in a career is the desire of every individual because it is considered an achievement in life (Purba, 2017). There are two perspectives on career success, individualistic perspectives and structural perspectives (Kistyanto, 2008). From an individualistic perspective, an individual is a primary agent in determining his or her career while a structural perspective holds that it is the organization that determines a person's career.

Career success has two dimensions, objective career success and subjective career success (Cao et al., 2012). Objective career success is also referred to as extrinsic career success while subjective career success is referred to as intrinsic career success (Kuijpers et al., 2006). The form of objective career success such as salary, position, and employment status while the form of subjective career success can be the achievement of goals, the happiness of life, and good career prospects (Tharmaseelan et al., 2010). Other research reveals that objective career success can be promoted while subjective career success is in the form of career satisfaction (Stumpf & Tymon, 2012).

Objective career success is measured based on external criteria (Santos, 2016). Objective career success is measured by salary indicators and promotion of positions (Hirschi et al., 2018). The results of the study state that indicators of objective career success can be material achievements such as salary, the position of office, and reputation (Poon et al., 2015). Other research also mentions that objective career success is easier to measure than subjective career success (Said et al., 2015).

Research Framework

The research framework used in this study can be seen in the figure below:

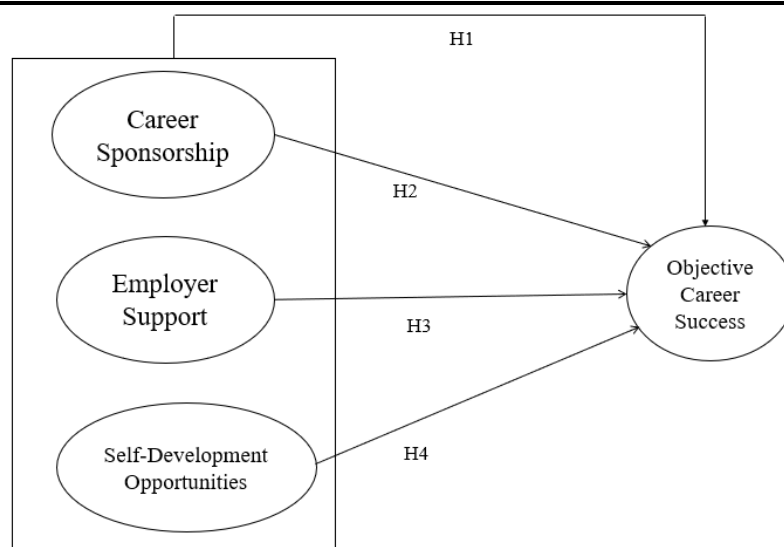


Figure 1. Research Framework

Research Hypothesis

The hypotheses presented in this study are as follows:

- H1. Career sponsorship, employer support, and self-development opportunities affect objective career success simultaneously.
- H2. Career sponsorship affects objective career success partially.
- H3. Employer support affects objective career success partially.
- H4. Self-development opportunities affect objective career success partially.

3. RESEARCH METHODOLOGY

This research is associative research that aims to find out the effect of independent variables on dependent variables. The independent variables in this study consist of career sponsorship, employer support, and self-development opportunities while the dependent variable is objective career success. The population in this study was nurses at the Eye Specialty Hospital of South Sumatra Province as many 67 peoples and all members of the population were sampled. The data used in this study is primary data taken directly from the source using a data collection tool in the form of a questionnaire. The questionnaire contains many questions related to research issues that will be filled out by respondents. Before being distributed to respondents the questionnaire was first tested with a validity test and reliability test. The details of the statement in the questionnaire use a scale of Likert 1 to 5 with a choice of answers ranging from strongly disagreeing to strongly agreeing. Research data will be analyzed using descriptive analysis techniques and multiple linear regression analysis.

4. RESULTS AND DISCUSSIONS

Descriptive Analysis

Descriptive Analysis of Objective Career Success Variables

Based on respondents' responses to statements about objective career success, most respondents agreed with those statements. Statements about the respondent's objective career success include the amount of total salary that can meet the needs of life and following the level of education, as well as the promotion of positions ever earned. Objective career success is measured by salary indicators and promotion of positions (Hirschi et.al, 2018). Career success is easier to measure and see. Nurses who



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get promoted positions will be followed by an increase in the total salary earned. The total salary is the accumulation of basic salary and allowances. The higher the position, the greater the benefits that employees earn. Salaries are also related to the level of education, the higher the level of education, the greater the total salary received.

Career Sponsorship Variable Descriptive Analysis

Respondents' responses to statements about career sponsors largely agreed. Statements on career sponsorship consist of information on career level, career coaching from institutions, and support from senior nurses. Most nurses agree that workplace institutions have provided information on the career level of nurses as well as conducting coaching to improve career levels. Also, the majority of respondents felt that they had the support of senior nurses in achieving objective career success.

Descriptive Analysis of Employer Support Variables

Respondents' responses to statements about the support of superiors largely agreed. Statements regarding these variables consist of feedback from superiors regarding nurse performance, emotional support from superiors to subordinates, and career protection from employers. The employer is a direct leader for his subordinates. The employer should know the circumstances of his subordinates especially related to his career. Subordinates who get support from superiors will be motivated to continue to achieve their objective career success.

Descriptive Analysis of Variable Self-Development Opportunities

Based on respondents' answers to statements about self-development opportunities consisting of: opportunities to participate in self-development activities, facilities from institutions for self-development, and challenging tasks from institutions for nurses to develop themselves, some respondents gave agreed answers to these statements. Activities related to self-development can be in the form of training or courses. Institutions can facilitate this activity for their employees. The hospital can send some of its nurses to attend training where it relates to the scope of its work. Through self-development activities, nurses are expected to improve their skills and skills to support objective career success in the form of promotion of positions.

Multiple Linear Regression Analysis

Table 1. Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	5.217	1.314	
Career Sponsorship	.034	.176	.032
Employer Support	.267	.208	.229
Self-Development Opportunities	.390	.190	.364

a. Dependent Variable: Objective Career Success

Source: Primary Data Processed, 2020

Based on Table 1 above, the output values can be included in the multiple linear regression equations as follows: $Y = 5,217 + 0,034X_1 + 0,267X_2 + 0,390X_3 + e$. The regression coefficient show numbers with positive signs, meaning that the higher career sponsorship, employer support, and self-development opportunities, the higher the objective career success.

Table 2. Correlation and Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.582 ^a	.339	.304	2.15562	1.936

Source: Primary Data Processed, 2020



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Based on Table 2 can be a known correlation coefficient value (R) and determination coefficient (R^2). The correlation coefficient value indicates the degree of closeness between independent variables and dependent variable while the determination coefficient shows how the contribution influences a free variable in explaining its bound variables. In the table above can be seen the correlation coefficient value (R) of 0.582 means the relationship between independent variables consisting of career sponsorship, employer support, and self-development opportunities with dependent variable objective career success were moderate. The value of the determination coefficient (R^2) was 0.339 which means the contribution of career sponsorship influence, employer support, and self-development opportunities to objective career success were 33.9 percent while the remaining 66.1 percent was influenced by other variables not included in the model.

F-Test

F-Test is also called model test or simultaneous test is a test to see the effect of all independent variables together on dependent variables. F-Test results can be seen from the significance column in ANOVA. If the signification value is < 0.05 then it is said that there is a common influence between independent variables to the dependent variable or regression models made to have been good and can be used for prediction.

Table 3. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.912	3	45.304	9.750	.000 ^b
	Residual	264.861	57	4.647		
	Total	400.773	60			

Source: Primary Data Processed, 2020

The table above shows the results of the F test or regression coefficient test together. The F test result was a significance score of 0.000. If the value of significance < 0.05 can be said there is an influence together between career sponsorship, employer support, and self-development opportunities on objective career success so that the H1 hypothesis on this research is acceptable where career sponsorship, employer support, and self-development opportunities have a significant effect on objective career success simultaneously.

t-Test

The t-test is also called a partial test that is used to test the influence of each independent variable individually on the dependent variable. The t-test is also a hypothetical test. The t-test can be done by looking at the significance column on each t count. If the signification value is < 0.05 then there is an influence of each independent variable to the dependent variable or there is a partial influence of independent variables to the dependent variable.

Table 4. t-Test

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	5.217	1.314		3.970	.000
	Career Sponsorship	.034	.176	.032	.196	.846
	Employer Support	.267	.208	.229	1.284	.204
	Self-Development Opportunities	.390	.190	.364	2.057	.044

a. Dependent Variable: Objective Career Success

Source: Primary Data Processed, 2020



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Based on the t-Test results of each independent variable to the dependent variable, only the self-development opportunity variable whose significance value is <0.05 while the other variables, career sponsorship, and employer support have a value of >0.05 . This means that only self-development opportunities influence objective career success while career sponsorship and employer support do not affect objective career success. Thus, the H2 hypothesis in this study was rejected where career sponsorship had no partial effect on objective career success. Similarly, the H3 hypothesis was also rejected where employer support had no partial effect on objective career success. In other parts of the H4 hypothesis in this study is accepted where the self-development opportunity affects objective career success partially.

Discussion

Organizational Support and Objective Career Success

Based on the results of research obtained that organizational support consisting of career sponsorship, employer support, and self-development opportunities has a simultaneous influence on objective career success. The results of this study are in line with the results of Dose et al. (2019) research which suggests that the perception of organizational support will have an impact on career success both objective career success and subjective career success. The results of Diao & Park (2011) also found that the organization's support will increase the promotion of positions where the promotion of positions is one indicator of objective career success.

Career Sponsorship and Objective Career Success

The results of this study found that career sponsorship does not influence objective career success. Career sponsorship is the support of senior employees towards junior employees who can be career and coaching advice (Kistyanto, 2008). The effect of career sponsorship on objective career success can be caused by several factors. The results of Poole's research in 1993 (Kistyanto, 2008) states that objective and subjective career success can be influenced by cultural factors and social structures. This culture and social structure can be caused by seniority, personality, and gender. There is a gap in the social structure between seniors and juniors that results in the career coaching process not going well. Also, there is a culture where senior employees are more dominant in interacting with seniors and vice versa so that the process of providing career advice is not done to the maximum.

Employer Support and Objective Career Success

The results of this study also found that employer support did not affect objective career success. Employer support is perceived to exist by employees at a time when employers are providing the support necessary to do a good job (Tymon et al., 2011). Employer support can also provide information about careers and provide feedback on performance (Ng et al., 2005). Employer support that is part of the organization's support will have good effects on employees such as improving positive mood and job satisfaction (Kumar et al., 2018). Job satisfaction is part of a successful subjective career and not objective career success. Thus, it can be said that employer support does not affect objective career success.

Self-Development Opportunities and Objective Career Success

The results of this study found that self-development opportunities influence objective career success. Self-development opportunities for employees can be involved in training and courses. Employees who develop training programs either provided by the organization or facilitated by the organization will get additional knowledge and skills. Thus, the employee can fill vacancies at higher positions in the organization, or in other words, the employee has the opportunity to get a promotion to the position. This is in line with the results of research found that employees who get guidance from the organization will get the opportunity to be promoted (Gara & Ouerdian, 2019). An increase in positions will increase the income earned. The income is the accumulation of the total salary and allowance where the higher a person's position, the higher the allowance received.



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CONCLUSION

Based on the results of the analysis, the conclusions in this study are as follows:

1. Organizational support consisting of career sponsorship, employer support, and self-development opportunities affect objective career success simultaneously.
2. Career sponsorship does not affect objective career success partially.
3. Employer support does not affect objective career success partially.
4. Self-development opportunities affect objective career success partially.

LIMITATION AND STUDY FORWARD

Based on the results of the study that organizational support variables only explain a portion of objective career success variables so that subsequent studies can be added and explored again other variables that can affect objective career success.

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