ANALYSIS OF THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, CAREER ADAPTABILITY AND JOB EMBEDDEDNESS ON PERCEIVED CAREER SUCCESS: STUDY AT METAL MANUFACTURER COMPANY

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Abstract
This study employs descriptive research techniques and non-probability sampling methods, namely, judgmental sampling techniques. 52 employees were given questionnaires to complete in order to collect primary data. Then secondary data can be obtained through supporting books and journals. Following that, the obtained data is processed using the SEM-PLS method. The Smart-PLS software is used to process the data from the pretest and main test. The study's findings show that transformational leadership positively affects perceptions of career success, career adaptability negatively affects perceptions of career success, transformational leadership positively affects job embeddedness, transformational leadership negatively affects work engagement, and transformational leadership positively affects perceived career success.

Keywords: Transformational Leadership, Career Success, Job Embeddedness, Perceived Career Success

INTRODUCTION
In Indonesia, when it comes to the growth of its manufacturing industry, steel is crucial. The so-called "steel and iron industry" is heavily influenced by the processing and manufacturing sectors as well as the construction sector. Both are the main driving sectors because they have a high level of steel consumption. Both of these sectors use steel as a raw material in the manufacturing and processing industries. Besides that, steel is also used in infrastructure and construction projects. However, in 2020, the decline in GDP (gross domestic product) in these sectors will have a direct impact on the consumption of finished steel products. IISIA, through its calculations, stated that the total consumption of finished steel products decreased by 5.3%. In 2019, the total consumption of finished steel products was 15.9 million
tons, increasing to 15.1 million tons in 2020 (IISIA, 2021).

In 2021, the Indonesian government is focusing on development in the construction sector through the Ministry of PUPR. The Indonesian government allocates funds to encourage infrastructure development of up to 150 trillion rupiah (IISIA, 2021). This figure provides a very promising market prospect for the steel industry. Apart from that, in an effort to improve the people's standard of living, the Indonesian government has also planned the construction of RHLs, or livable houses. Another project that the government is also pursuing in order to maintain the rate of investment growth is planning to build toll roads and national roads, each of which is 2,000 to 2,500 km long.

Adaptability is becoming more and more crucial in the modern era of rapid social and technological progress. One of the prerequisites for success is learning how to adjust to a changing environment, which is something that every person must do. Career adaptability can assist people in adjusting to changes when they are faced with their professional responsibilities and maintaining their capacity to balance their professional responsibilities, which will affect their crucial psychological resources for career development and assist them in finding greater meaning in life. The ability to handle current and upcoming duties, transitions, and problems in one's profession is known as career adaptation. According to Super and Knasel, career adaptability is a state of readiness needed to cope with activities that may be predicted by existing or future job positions as well as to adjust to unexpected work or changes in the work environment. This description is consistent with what they said. There are a number of different components that employees must adapt to in their careers. To become career adaptable, employees must focus on what they want to achieve. Adaptivity is a trait component in the career adaptability model, showing personality traits that are flexible or easy to change. The capacity to adapt is viewed as a primary human characteristic that is becoming more consistent and enduring over time (Chauhan et al., 2022).

The act of directing others in an organization to accomplish goals is what is referred to as leadership. This is accomplished by leaders changing employee behavior in a variety of ways. A leader establishes a clear vision for the company, inspires workers, leads them through the work process, and boosts morale. The capacity to inspire the rest of the group and project a clear picture of the group's objectives makes it possible for someone to occasionally take charge of a situation inside a company or group. This someone could be referred to as a transformational leader. A leadership stance that can motivate followers to make beneficial changes is referred to as transformational leadership. Leaders who are transformational tend to be vivacious, enthusiastic, and passionate. These leaders are committed to each group member's success and care about and participate in the process. The basic objectives of transformational leadership are to encourage development, foster allegiance, and foster trust among group members (Bass & Riggio, 2005).

A leader must fulfill the needs of his followers in order for them to follow him effectively and advance a common goal. Additionally, if their leaders fail to fulfill their promises, their followers will lose faith in them and their motivation. Employees who are demotivated do not like their jobs and do not feel an embeddedness in their positions, which is referred to as job embeddedness. Work embeddedness itself can be understood as elements that affect a person's sense of attachment to the position they hold or the business in which they work, hence fostering employee loyalty. The degree to which employees are tied to their workplaces through multiple networks is referred to as job embeddedness. This includes three aspects, each of which is considered in relation to work or organization (attachment within the workplace) and society (attachment outside of work) (Haenggli & Hirschi, 2020).

There are four key factors in job embeddedness, namely links related to relationships with other people, fit related to individual compatibility with work or organization, and finally sacrifice related to what they have to sacrifice if they leave. By understanding these key factors
in job engagement, companies can assess the extent to which employees perceive perceived career success and the best way to increase retention if desired. Compared to objective career success, subjective career success is theoretically more complex (Joo & Nam, 2019). Perceived Career Success describes an individual's internal perspective on success by defining their own criteria for career stages, expectations, and stakeholder opinions directly related to success. Perceived career success combines perceived intrinsic success (job roles, success in interpersonal relationships) and perceived extrinsic success (earnings, promotions) with achievements, employees' goals and aspirations within corporations. There is a fusion of several multidimensional structures. An inward understanding and appreciation of one's career through numerous characteristics that are viewed as significant might be termed as subjective career success.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Transformational Leadership
A leadership style known as transformational leadership involves followers and leaders working together to inspire and drive one another to succeed. To achieve total success, transformational leadership is a leadership style that prioritizes team motivation (Tannadyte et al., 2022). On the other hand, transformational leadership encourages positive change in those who follow. When leaders and followers work together to elevate everyone to a higher moral and motivating level, this is an example of transformational leadership (Lee et al., 2004).

Perceived Career Success
Career success has a different meaning for everyone because it defines the goals of each individual. Many factors influence the way an individual defines a career, including job title, work-life balance, and level of happiness (Wibowo et al., 2022). The definition of career success is subjective and has a different meaning for everyone. Many people believe that a career is significant because it gives people's lives identity, meaning, and structure (Mallol et al., 2007).

Job Embeddedness
Mitchell et al. (2001) investigated why people continue to work despite negative feelings, the availability of other occupations, and the absence of traditional expectations of lifetime employment with the same company (Bartunek, Huang, & Walsh, 2008; Holtom, Mitchell, Lee, & Eberly, 2008; Trevor & Nyberg, 2008). According to Mitchell et al. (2001), the concept of job embeddedness is connected to how well employees think of their coworkers, particularly how well they get along with one another, how well they fit in with their employer, and how much it would hurt them if they left (Woo, 2018). Job engagement, in particular, is described by Mitchell et al. (2001) as representing a broad constellation of factors on employee retention (Sarstedt et al., 2014).

RESEARCH METHOD
This study uses quantitative research methods to test hypotheses. Sampling technique, for this investigation, the authors decided to combine a purposive sampling strategy with a non-probability sampling technique. The authors of this study use both primary data and secondary data, which represent the two types of data acquisition. The author's conclusions from in-depth interviews she conducted at the start of this research project served as the source of primary data. In addition, the authors also distributed questionnaires in the form of Google Forms to obtain the data needed for this study. Meanwhile, secondary data was obtained by the author from previous research, which was sourced from articles, journals, the internet, and books. This study uses a measurement scale, namely the Likert scale of 5, to measure all variables.

RESULTS AND DISCUSSION
The Results of the Influence of Transformational Leadership on Perceived Career Success

From the tests that have been carried out, the conclusion reached by the authors is that transformational leadership affects how career success is regarded. The t-statistic value that results supports this assertion, which is 10.057, and the p-value is 0.000. From these results, the authors conclude that the data is considered to meet predetermined standard criteria. This data explains that transformational leaders have an important role in employees' sense of success regarding their careers. According to this study, transformational leadership can help employees feel more successful in their careers. This supports the findings of Al-Ghazali (2020), who discovered that transformational leadership has a beneficial impact on the career performance of nurses in Saudi Arabia's public hospitals. This explains why transformational leadership is needed to increase employees' sense of career success in a company. Employees feel they have a pretty good career path. In addition, employees also feel that the new skills they have are sufficient for their career development. These things are felt because of the influence of leaders who try to teach employees to try different perspectives when solving problems and look for new ways to see how to get things done.

The analysis of the data reveals that perceived career success is significantly impacted by transformative leadership. Transformational leaders seek to transcend their personal interests to promote the common good. Transformational leaders try to prosper their employees both financially and psychologically. These leaders provide input and feedback related to employee work in order to improve employee quality and influence employee careers. From the results of in-depth interviews, the informant stated that he was not satisfied with his career achievements, judging also from his age, which was only in his second year. Many factors influence how employees define success in their careers, including job title, work-life balance, and level of happiness.

The Results of the Influence of Career Adaptability on Perceived Career Success

Career flexibility does not affect perceived career success, according to the authors' analysis of the tests that have been done. The p-value of 0.437 and the t-statistic of 0.777 both support this claim. The authors draw the conclusion that the data does not adhere to the established standards based on these findings. According to this study, employees' perceptions of their professional success are not significantly influenced by changes in their capacity to adapt to new situations or changing conditions. This study finds that career adaptability cannot significantly influence perceived career success for employees. This is consistent with the findings of Haenggli & Hirschi (2020), who discovered that perceived career success cannot be directly influenced by career adaptability. According to his research, professional flexibility must be understood in terms of a wider range of resources that are important for obtaining career success. This explains why career adaptability, which is carried out to match the required skills to job needs, cannot affect employees' sense of career success in a company. Employees are unable to cope with current tasks and anticipate job developments and transitions. With low career adaptation, it will interfere with employees' perceived career success.

The Results of the Influence of Transformational Leadership on Job Embeddedness

The findings of the tests that have been performed by the authors show that transformational leadership influences job embeddedness. This statement is supported by the t-statistic value that comes out, which is 4.530, and the p-value is 0.000. From these results, the authors conclude that the data is considered to meet predetermined standard criteria. This data explains that transformational leadership has an important role to play in reducing the loss of employees if they leave the company. The authors of this study discovered that transformative
leadership can boost employees' sense of loyalty to the organization. According to this study's findings, transformational leadership is crucial for fostering job embedding and staff retention. Lee et al (2004)'s findings also corroborate this conclusion. The existence of good empowerment and the facilities provided according to the needs of employees can make employees feel at a loss both financially and psychologically when they leave the company. Employees need empowerment related to increasing skills and expertise to feel at ease doing the work they are now doing.

The analysis of the data reveals that job embeddedness is significantly impacted by transformational leadership. Leaders who have a transformational soul will contribute to providing intrinsic motivation to their followers, this manifests as giving workers important reasons to go to work. When leaders convey a compelling future vision, it shows that they have faith in their team members to carry it out. This will diminish the sense of enthusiasm of those workers who are engaged and committed to their jobs. In this variable relationship, the value that leaders must have is that they must be able to influence employees (idealized influence) and then use their intellectual abilities to motivate employees to innovate (individual consideration).

Results of the Effect of Career Adaptability on Job Embeddedness

According to the results of the experiments that were run, career flexibility has no impact on work embeddedness. The t-statistic of 1.226 and the p-value of 0.220 provide credence to this claim. Considering what has been stated about the findings, the data, according to the authors, is deemed to not meet the established standard requirements. This information demonstrates that the degree to which employees adapt to their jobs does not much affect how comfortable they feel working for the company and how long they stay there. This study finds that career adaptability cannot help but have a positive effect on job embeddedness. Career adaptability did not contribute to organizational change intentions for workers in the Netherlands. Therefore, it can be explained that career adaptability, or employees' efforts to adapt to work and the company environment, do not significantly affect employee loyalty to stay in one company. Employees show that adaptations made to their jobs cannot ensure that employees will survive in the company.

Results of the Influence of Transformational Leadership on Career Adaptability

The findings of the tests that have been performed by the authors show that transformational leadership influences career adaptability. This statement is supported by the t-statistic value that comes out, which is 2.406, and the p-value is 0.016. Based on the results of these data, the authors conclude that the data can be considered to meet predetermined standard criteria. This data explains that transformational leadership has an important role in adaptation efforts related to the work carried out by employees. According to the findings obtained by the authors, transformational leadership is considered capable of helping employees adjust to their jobs. Yücel (2021), which asserts that transformational leaders boost employee work engagement by motivating them to handle change skillfully, supports this conclusion. According to the study's findings, transformational leadership is one of the key elements that can affect employees' ability to adjust their careers. According to the study's findings, managers who clearly communicate the organization's vision and objective can aid staff members in settling in to the workplace. The analysis of the data reveals that job embeddedness is significantly impacted by transformational leadership. The results of in-depth interviews revealed that the informants had not adjusted properly. He said the work he is currently doing is not in accordance with his educational background, so he needs to adapt to his current job.

Results of the Effect of Job Embeddedness on Perceived Career Success
According to the findings of the author's experiments, work embeddedness affects perceptions of career success. The p-value of 0.010 and the t-statistic of 2.577 provide evidence in favor of this claim. The authors draw the conclusion that the data satisfies specified standard criteria based on these findings. This information also demonstrates how an employee's satisfaction with their work contributes to their professional achievement. The authors of this study discovered that transformative leadership can boost employees' sense of loyalty to the business. This finding is in line with Mallol et al. (2007), which state that job engagement affects employee career success. Work-related experience influences employees' perceptions of long-term career success. The explanation regarding the statement above is that employee engagement in the workplace has a significant effect on employee satisfaction with the career outcomes they pursue. needed in increasing employee loyalty to the organization he is currently in. Their satisfaction relates to how far along in their desired professional path they are. Employees' comfort level with their work and sense of loyalty to the organization have an impact on whether they pursue a career.

CONCLUSION

Perceived career success is influenced by transformational leadership. This statement is supported by the results of the inner model test, they display a p-value of 0 and a t-statistic value of 10,057. The conventional value conditions, namely t-statistic > 1.64 and p-value < 0.05, are met by this value. Career adaptability has no influence on perceived career success. This statement is supported by the results of the inner model test, they display a p-value of 0.437 and a t-statistic of 0.777. The standard value standards, which include a t-statistic > 1.64 and a p-value < 0.05, are not met by this value. The degree of job embedding is influenced by transformational leadership. The findings of the inner model test, which indicate a t-statistic value of 4,530 and a p-value of 0000, lend credence to this assertion. T-statistic > 1.64 and p-value < 0.05 indicate that this value satisfies the standard value criterion. Job embeddability is unaffected by career flexibility. This statement is supported by the results of the inner model test, they display a p-value of 0.220 and a t-statistic of 1.226. The standard value requirements, namely t-statistic > 1.64 and p-value < 0.05, are not met by this value. The ability to adapt in the workplace is influenced by transformational leadership. The findings of the inner model test, which reveal a t-statistic value of 2.406 and a p-value of 0.016, lend credence to this assertion. T-statistic > 1.64 and p-value < 0.05 indicate that this value satisfies the standard value criterion. Perceived career success is influenced by job embedding. The findings of the inner model test, which reveal a t-statistic value of 2.577 and a p-value of 0.010, lend credence to this assertion. T-statistic > 1.64 and p-value < 0.05 indicate that this value satisfies the standard value criterion.

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