



# The Moderating Influence of Career Adaptability on the Relationship Between Entrepreneurial Leadership and Social Capital on Managerial Career Success in Covid-19 Pandemic Era

Anang Kistyanto<sup>1</sup>(✉), Nurul Indawati<sup>1</sup>, Muhamad Khalil Omar<sup>2</sup>,  
and Norashikin Hussein<sup>2</sup>

<sup>1</sup> Universitas Negeri Surabaya, Surabaya, Indonesia  
anangkistyanto@unesa.ac.id

<sup>2</sup> Universiti Teknologi MARA, Johor Bahru, Malaysia

**Abstract.** ASEAN member countries have discussed several issues related to the AEC's four pillars, one of which is the movement of skilled workers. Careers are more diverse, global and borderless. Based on the descriptions mentioned above, this has led to the identification of the moderating effect of career adaptability on the relationship between entrepreneurial leadership and social capital on managerial career support. This study uses a quantitative approach. This study uses non-probability sampling techniques, with a type of purposive sampling and judgment sampling. The population of this research is employees who hold positions of junior supervisors, supervisors, senior supervisors, junior managers, managers, and senior managers/general managers/vice presidents in companies in Indonesia. Based on the findings of statistical analysis, it is known that entrepreneurial leadership has a positive effect on career success. Based on the findings of statistical analysis, it is known that social capital has no effect on career success. Based on the findings of statistical analysis, it is known that career adaptation moderates the negative influence of entrepreneurial leadership on career success. Based on the findings of statistical analysis, it is known that career adaptation moderates the negative effect of social capital on career success.

**Keywords:** Entrepreneurial Leadership · Social Capital · Career Success · Career Adaptability · Indonesia

## 1 Introduction

ASEAN member countries have discussed several issues related to the AEC's four pillars, one of which is the movement of skilled workers (Kemenlu RI, 2015) In line with this, the workforce will feel more complex and insecure and unable to predict. Basically, individuals must think independently in order to develop their personal careers.

Among the workers are usually individuals with the most ambitious career success possible. Career success is a concern of employees and the organization, because the

personal success of employees ultimately contributes to organizational success (Judge et al. 1995).

Entrepreneurial leadership is a relatively emerging paradigm applied to address the ever-changing and dynamic nature of organizations today. This type of leadership has received increasing attention from both academics and practitioners because of its importance in enhancing the competitiveness, success and growth of all types of business so it is necessary to know whether the role of entrepreneurial leadership will affect an individual's career success.

With regard to what the current labor market is like, this is very diverse from the previous era (Biemanna et al. 2012; Briscoe et al. 2006; Sullivan & Arthur, 2006) this is as shown in the characteristics of the existence of a flexibility in terms of self-development to get a job (Hirschi et al. 2014; Sullivan, 1999). Currently, the challenges of the times are also increasing competition in the world of work, including career issues, so that workers are required to be able to develop themselves and improve competencies in order to be able to compete in the world of work (Zacher, 2013; Savickas et al. 2009).

In a work environment, do not try to go against the flow if it is not liked by the work ecosystem, just adapt to the existing conditions, as described by Savickas (2005) and Savickas & Porfeli (2012), Scientifically, a person must adapt himself to changes in the work environment or the demands of the existing job so that his career can increase (Koen et al. 2012).

Based on the descriptions described above, this has led to identifying the moderating effect of career adaptability on the relationship between entrepreneurial leadership and social capital on managerial career success. This study will try to identify the career success of an employee who is currently working at a company in Indonesia.

## 2 Research Method

We choose to use quantitative research methods. Quantitative research is used to examine the population or sample. Data is collected using instruments or measuring instruments, then analyzed statistically or quantitatively. The results of the quantitative research methodology are in the form of hypotheses.

Instruments, statistics and hypotheses. The population of this research is employees who hold positions of junior supervisors, supervisors, senior supervisors, junior managers, managers, and senior managers/general managers/vice presidents in companies in Indonesia.

Entrepreneurial leadership is measured through 24 items from the ELQ which includes 4 (four) dimensions consisting of 10 items of strategy dimension (STRAT), 5 items of communication dimension (COMM), 5 items of motivation dimension (MOTIV), and personal/organizational dimension (PRESS) 4 items. The ELQ was developed by Musa & Fontana (2014).

Career adaptation is a set of attitudes, behaviors and competencies used by individuals in dealing with changing conditions and work demands. Career adaptability uses a validated version of Savickas & Porfeli (2012) which consists of 24 items: (1) attention (6-item), (2) control (6-item), (3) curiosity (6-item), and (4) trust (6-item).

### 3 Results

#### 3.1 Convergent Validity

In the PLS model, the loading factor for the reflective indicator is the outer loading. Figure 1. Discusses the value of the loading factor. The indicator is considered valid if it has an outer loading value of 0.50 to 0.60 which is considered sufficient.

. Figure 1. Shows that the loading factor seen through the outer loadings value of each statement item for all indicators of the variables in this study is greater than 0.50. This shows the variable statement items from all variables in this study are valid.

#### 3.2 Discriminant Validity

Table 4.1 2, explains all the results of discriminatory validity. The results show that the discriminant validity value of a variable is higher than the correlation value between variables and the AVE value must be greater than 0.50. Thus, it can be concluded that the outer model of this research has met discriminant validity.

#### 3.3 Reliability Test

Thus, all measurement models used in this study already have high reliability. So that further analysis can be done by examining the goodness of fit model from the results of evaluating the inner model.

#### 3.4 Resampling Bootstrapping

The results of testing direct effects and indirect effects between research variables are presented in Table 3 below.

Based on Table 3, it is known that the direct effect between variables is as follows:

Entrepreneurial leadership on career success has a coefficient with a positive value. The calculation results show that the path coefficient is 0.576 with a t-statistics value of 2.197 ( $p = 0.028$ ). It can be explained that entrepreneurial leadership has a positive effect on career success. This result can be interpreted as the higher entrepreneurial leadership possessed by company managers, it is proven to have a positive impact on individual career success.

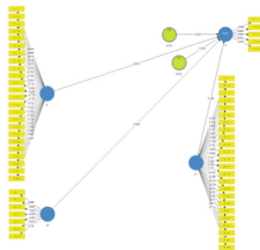


Fig. 1. Measurement Model

**Table 1.** Discriminant Validity

Variable	EL	SC	CS	CA	AVE
EL	0,731				0,534
SC	0,757	0,854			0,729
CS	0,858	0,696	0,908		0,825
CA	0,918	0,734	0,850	0,735	0,540

Source: Smart-PLS 3.0

**Table 2.** Reliability Test

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Description
EL	0,961	0,964	Reliabel
SC	0,938	0,949	Reliabel
CS	0,947	0,959	Reliabel
CA	0,962	0,965	Reliabel

Source: Smart-PLS 3.0

**Table 3.** Path Coefficient Test Results

Relationship	<i>OS</i>	<i>t-statistics</i>	<i>p-values</i>	Description
<i>EL on CS</i>	0,576	2,197	0,028	H1 accept
<i>SC on CS</i>	-0,040	0,265	0,791	H2 reject
<i>Moderating effect CA* EL on CS</i>	-0,702	3,043	0,002	H3 reject
<i>Moderating effect CA* SC on CS</i>	0,378	2,242	0,025	H4 accept

Source: Smart-PLS 3.0

That the path coefficient is  $-0.040$  with a  $t$ -statistics value of  $0.265$  ( $p = 0.791$ ). It can be explained that a lot or a little social capital owned by company managers proved to have no effect on individual career success. This result can be interpreted even though the coefficient value is negative which means that the social capital owned by managers is relatively small, it is proven not to have an impact on individual career success.

It can be explained that career adaptation moderates the negative influence of entrepreneurial leadership on career success. This result can be interpreted that the higher the career adaptability possessed by company managers, it tends to have a decreasing impact on the influence of entrepreneurial leadership on individual career success (Direct effect:  $OS = 0.576$ ;  $t$ -statistics =  $2.197$ ;  $p = 0.028$  but a moderating effect):  $OS = -0.702$ ;  $t$ -statistics =  $3.043$ ;  $p = 0.002$ ).

It can be explained that career adaptation moderates the positive influence of social capital relationships on career success. This result can be interpreted that the higher the career adaptability possessed by company managers, it can make social capital have a positive effect on individual career success (Direct effect: OS =  $-0.040$ ; t-statistics =  $0.265$ ;  $p = 0.791$  but Moderate effect: OS =  $0.378$ ; t-statistics =  $2.242$ ;  $p = 0.025$ ).

## 4 Conclusion

This study was identification of the moderating effect of career adaptability on the relationship between entrepreneurial leadership and social capital on managerial career success. This study uses a quantitative approach. This study uses non-probability sampling techniques, with a type of purposive sampling and judgment sampling. The population of this research is employees who hold positions of junior supervisors, supervisors, senior supervisors, junior managers, managers, and senior managers/general managers/vice presidents in companies in Indonesia. Based on the findings of statistical analysis, it is known that entrepreneurial leadership has a positive effect on career success. Based on the findings of statistical analysis, it is known that social capital has no effect on career success.

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