SPIRITUAL CAREER MANAGEMENT AS MEDIATOR IN THE RELATIONSHIP BETWEEN SPIRITUAL RESOURCE BASED ON ISLAMIC VALUE AND SUBJECTIVE CAREER SUCCESS

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ABSTRACT

This paper is aimed to develop another concept of career success factor, which explains the relationship between spiritual resources based on Islamic value and subjective career success through the mediation of spiritual career management. Spiritual resources based on Islamic value is aspects of self-beliefs, practices and subjective experiences based on Islamic values that are related to resistance and stimulating an individual's perceived ability to control and influence the environment. Subjective career success is unobservable success indicators which cannot be explained by assessor. It is more on employee's self-report, because it concerns on internal perception about objective, progress, accomplishment and evaluation of the employee's career. Meanwhile, the spiritual career management is measures how employee manages career by the spiritual value as the fundamental basic of decision making. Sample data will be observed by individual self-report questionnaires, regarding their spiritual resource based on Islamic Value, spiritual career management, and subjective career success. Data will be analyzed using path analysis (regression with mediation variable). The finding shows that spiritual career management significantly mediating the influence of spiritual resource based on Islamic value to subjective career success. The direct influence of spiritual resource based on Islamic value to career success management is not significant.

Originality/ Value: This paper gives a new alternative contribution from Islamic perspective to predict the career performance. It also gives a valuable contribution to both personal resource and career success literature by being one of the first to examine the mediating effect of spiritual career management on the relationships between two management concepts.

Keywords: Spiritual Resource Based on Islamic Value, Spiritual Career Management, Subjective Career Success.

Paper Type: Research Paper

INTRODUCTION

Employment philosophy, employment relationship, self-career design, organizational career management, and career success standard had shifted rapidly through the economic development process (Sullivan, 1999). To manage those changes, workers should consider to several attitudes that support career performance. In developing career, the individual should concern on his/her value and investment of human capital, actively adapt to changes of the environment, engaging work promotions, increasing work experience and learning ability in order to improve oneself internal and external competitiveness (Guo, Xiao, & Yang, 2012). Value is one aspect that interesting to be observed as the career success antecedence because it "represent the nucleus of organization, the DNA of its culture, and all meaning behaviors orbit around them" (Dolan & Altman, 2012).

Subjective career success is a self measurement of individual's career progress, achievement, and anticipated outcomes according to his/ her own goals and expectation (Seibert, Kraimer, & Liden, 2001). Subjective career success used to be assumed as how an individual satisfie with his/ her job, but there are many reasons why achieving successful career is beyond than individual succeesfull feeling (Heslin, 2005). "Career success continues to be seen as an area of interest and exploration both in academia and practice" (Srikanth & Israel, 2012). Several studies explain that career success is influenced by several factors, such as relative-age effect (Du, Gao, & Levi, 2012), career attitudes (Baruch, Grimland, & Vigoda-Gadot, 2013), human capital (Guo et al., 2012), Career adaptability (Guan, Zhou, Ye, Jiang, & Zhou, 2015), perceived organizational support (Liu, Yang, Yang, & Liu, 2015), and boundary less mindset (Verbruggen, 2012). Career commitment is also an antecedence that has been observed to determine factors influence individual career success. Ballout (2009) successfully developed the literature on career success performance by examining the moderating effect of self-efficacy on the relationship between career commitment and career success. The effect of career commitment to career success is not only driven by self-efficacy. Career satisfaction successfully moderates the influence of career commitment to career success (Karavardar, 2014). Other finding shows that career commitment predict objective and subjective career success for employees (Yu, 2012).

Three approaches to study career success have been identified, these approaches are: the individual perspective, the structural perspective, and the behavioral perspective (Aryee, Chay, & Tan, 1994; Ishak, 2015). Individual perspective of career success approach can be associated to individual or personal resource. Personal resources are aspects of the self that are associated with resilience and affect an individual's perceived ability to control and influence their environment (Hobfoll, Johnson, Ennis, & Jackson, 2003). In the workplace inplementation, goal achievement, physiological and psychological job costs protection, and personal growth and development stimulation can be facilitated by personal resource (Schaufeli & Taris, 2014). Several studies indicates that personal resources are a strong predictors of greater organizational attitudes (Mincu, 2015), job satisfaction (Converse, Pathak, DePaul-Haddock, Gotlib, & Merbedone, 2012), and work engagement (Peters et al., 2016).

Personal resource can be measured from the aspect of personality. Personality is "an individual's characteristics patterns of thought, emotion, and behavior, together with the psychological mechanisms hidden or not – behind those patterns" (Funder, 2001). Several studies found that personality predict the consumer innovation career (Stock, von Hippel, & Schnarr, 2014), team performance (Macht & Nembhard, 2015), academic performance (Zhou, 2015), task performance (Hui-Hua & Schutte, 2015), and leader's performance (Deinert, Homan, Boer, Voelpel, & Gutermann, 2015). Kaspi-Baruch (2015) test the effect of personality to protean and boundary less career by the mediating effect of motivation and performance goal orientation. The research found that Big Five traits, Extraversion and Conscientiousness, were associated with protean and boundary less career orientation through learning goal orientation, and Neuroticism was associated with preference for organizational stability through performance goal orientation. Personality is not only affect the employment but also giving support to the entrepreneurship performance. Creative entrepreneurs' cognitive style influences entrepreneurial success through affecting conflict handling style (Chen, Chang, & Lo, 2015). Boudreau & Boswell (2001) expand the literature by testing personality influences on executive career success in the United States and Europe found that human capital variable is significantly predict career success, but not strong enough mediate the relationship between personality and career success. Indeed, the opportunity to expand the additional variable effect both mediating and moderating is still give an opportunity to be explored.

Spiritual resource, is also another aspect which describe personal resource from the perspectives of individual believe and faith. The higher worker's perceived access to divine resources of God with whom he/she is affiliated, the more the worker perceives owning highly spiritual control and capability to accomplish goals (Bickerton, Miner, Dowson, & Griffin, 2015). For clergy, spiritual resources are important for motivation and vocational longevity, it is assumed positively related to work engagement and the motivational process through increasing perceived control and meaningfulness (Bickerton et al., 2015). Confucian values comprise a portion of the inner life of Koreans and support

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the emergence of spiritual leadership within a Confucian context (Hunsaker, 2014). Muslim employees are more interested in intrinsic motivational factors coupled with a fair balance in worldly living to achieve career success, aware of *Maqasid Al-shariah* and consider their roles in the worldly life as a test for their *akhirat*; and concerned towards seeking the pleasure of Allah and good abode in the hereafter (Sulaiman, Ahmad, Sbaih, & Kamil, 2015)

Several studies have revealed that many aspects of spiritual value have a contribution to a better workplace performance improvement. (Chiang, Lee, Chu, Han, & Hsiao, 2015) indicated that nurses' personal spiritual health is an important value and belief system and can influence their attitudes toward spiritual care, professional commitment, and caring. Man's spiritual intelligence is more influence the service quality of organization, compare with woman (Šilingienė & Škėrienė, 2014). Employees who experience spiritual values in the workplace feel more affectively attached to their organization and at the same time experience a sense of obligation and loyalty towards them. Also, by improving spirituality at work climates, organizational commitment, and individual and organizational performance can be promoted (Roof, 2014). Career calling is one of spiritual value aspect which has been expanded by (Praskova, Hood, & Creed, 2014) as a variable to increase life meaning and career adaptability (psychological career success). The research reveals that young adults with stronger career callings were more motivated to invest effort and use career-related strategies, which in turn, led to more positive perceptions about their career success.

Self-control is the factor that determine extrinsic career success (salary and occupational prestige) through educational attainment and intrinsic career success (career satisfaction) through occupational opportunity for achievement (Converse et al., 2012). It means that in achieving the career success, the ability of individual to manage his/her career is associated with the ability to control his/her self. Previous studies reveal that engaging in career strategies, such as TTcreating opportunities, continuous learning, and networking, are associated with greater subjective career success (Nabi, 2003; Park, 2010; Tan Fee Yean, Khulida Kirana Yahya, Yean, & Yahya, 2008). Work effort and career strategies are associated with life meaning and career adaptability (Praskova et al., 2014). For those reasons, it is possible to observe the career management as a variable that mediate the gap between personality, which in this study focus on the spiritual aspect and career success that observed from individual self-assessment. This study is developed to measures the influence of spiritual resource based on Islamic values to subjective career success, via the mediating effect of spiritual career management. Following the literature review, methodology, analysis, and discussion are presented. From the previously literature studies, we propose the model as follows:
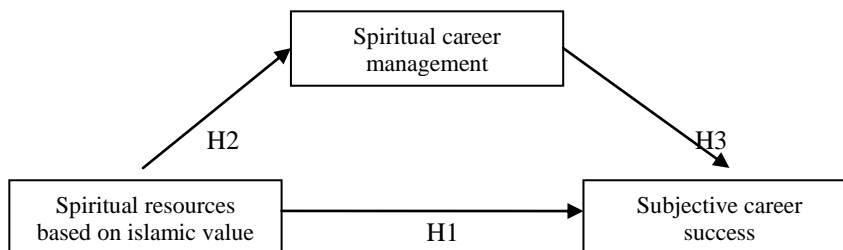
Subjective Career Success (SCS)

Career success is defined as perceived positive work and psychological outcomes resulting from one's work experiences (Seibert et al., 2001). Career success also can be described as a way for individuals to fulfill their needs for achievement and power in career path (Ishak, 2015). It is conceptualized as an objective and subjective outcome element that can be achieved by an individual's career experiences (Nabi, 2003). According to (Melamed, 1996) career Success is defined as "the subjective and objective aspects of achievement and progress of an individual through an organization or occupation." Objective factors of career success such as salary, promotions and status are more tangible than subjective outcomes of career success which includes career satisfaction, perceptions of career accomplishments, career commitment and career mentoring (Ballout, 2009). In a recent meta-analysis, Ng & Feldman (2014) identified four types of predictors for individual career success: human capital (e.g., education, work experience), organizational sponsorship (e.g., organizational support), socio-demographical status (e.g., gender, age), and stable individual differences (e.g., personality).

Career success also can be divided into two different components, first is external component which consists of an employee's salary level, total compensation, salary progression, the number of promotions, and the internal or intrinsic components which consists of the employee's job, career, and life satisfaction levels (Ishak, 2015) Four quadrants were developed to understand the two dimension of career success(Ishak, 2015) , those quadrants are:

1. Quadrant 1 represents extrinsic and objective elements, which externally visible and observably assessed: hierarchical rank, number of promotion, job changes, and salary.
2. Quadrant 2 represents extrinsic and subjective elements, which externally visible and instrumental value were judged by one or others: assessments of promotability and employability, perceived career opportunities, satisfaction with pay or promotion.
3. Quadrant 3 represents intrinsic and objective elements, which observably assessed, objectively monitored and compare to personal aspirations: recognition, status, power, impact and influence.
4. Quadrant 4 represents intrinsic and subjective elements, which personally meaningfulness is based on one's own judgments: Job satisfaction, work-life balance satisfaction, and career satisfaction.

Spiritual Resource Based on Islamic Value (SR)

"Spiritual resources emerge as an important category of resources for work engagement among religious workers, and the present investigation indicates the need for energy to be invested in the ongoing development of spiritual resources to maintain work engagement" (Bickerton, 2013). But, in fact spiritual resource is not only owned by religious workers. As an individual who owns believe and faith, there is a chance that his/ her spiritual resources is able to influence his/ her work engagement just as what the religious workers did. Therefore this present study would like to measure how strong the impact of spiritual resource of non-religious workers to self-career development. The spiritual value that will be discussed in this study is religious values that referred to hadist of Muhammad SAW. Further we call this observed variable as spiritual resource based on Islamic values.

Spiritual resources based on Islamic value is aspects of self-beliefs, practices and subjective experiences based on Islamic values that are related to resistance and stimulating an individual's perceived ability to control and influence the environment. Muslim employees are more interested in intrinsic motivational factors coupled with a fair balance in worldly living to achieve career success, aware of *Maqasid Al-shariah* and consider their roles in the worldly life as a test for their *akhirat*; and concerned towards seeking the pleasure of Allah and good abode in the hereafter (Sulaiman et al., 2015). Praskova (2014) conducted research to test a calling model of career success of young adult in final year high school. The finding revealed that young adults with higher levels of career calling reported greater work effort and higher use of career strategies over time, while setting and pursuing important goal stimulates positive perceptions of success (the stronger career callings the greater presence of meaning in lives). Other study also revealed the same result that: (1) calling is positively related to an employee's career adaptability, work engagement, and career satisfaction; (2) career adaptability mediated the relationship between calling and work engagement and career satisfaction (Xie, Xia, Xin, & Zhou, 2016). A different conclusion comes from other research which found that religiosity is not closely connected to spirituality or spiritual leadership (Ayranci & Semercioz, 2011).

Given the previous study discussion, we would like to propose that it might be true whether spiritual resource based on Islamic value (SR) significantly influence the subjective career success (SCS) and Spiritual Career Management (SCM). The hypotheses are as follow:

H1: Spiritual resource based on Islamic value (SR) is significantly influence subjective career success (SCS)
H2: Spiritual resource based on Islamic value (SR) is significantly influence Spiritual career management (SCM)

Spiritual Career Management (SCM)

"The job market is undergoing globalization, declining job security, which requires employees to show more self-management than before if they want to succeed" (Yu, 2012). Individual career management can be translated into two core action: first, individual career planning that refers to the identification of the expected goals and assessments of self-strengths and weaknesses; second, individual career tactics by changing circumstances as an alternative when advance implementation difficult to be predicted (Yu & Chen, 2012).

Goal selection and pursuit are elements of self-management,, and it can be analyzed into three specific strategies (Abele & Wiese, 2008): (1). General strategies are methods of goal selection and implementing goal related behavior independently of a specific content area and/or of a specific situation; (2). Domain-specific strategies, in contrast, are goal-selection and goal-implementation strategies related to a specific content area and/or to a specific situation. (3); Career-specific self-management strategies, for instance, would be to thoroughly plan one's career by selecting respective goals and to persistently pursue them (Abele & Wiese, 2008).

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independently of a specific content area and/or of a specific situation. (2). Domain-specific strategies, in contrast, are goal-selection and goal-implementation strategies related to a specific content area and/or to a specific situation. (3). Career-specific self-management strategies, for instance, would be to thoroughly plan one's career by selecting respective goals and to persistently pursue them. Present study is more focus on specific level of career self-management. Gould (1979) has presented a career planning model into several indicators: (1) the extent to which career plans exist, (2) how frequently career plans are changed, (3) how clear the plans are, and (4) whether or not a strategy exist for achieving career goals.

The spirituality has two components that is vertical, which is a desire to transcend the individual ego or self-esteem, and horizontal is the seeking to make a difference through an action (Dehaghi, Goodarzi, & Arazi, 2012). Reaves (2005) contribute to the spirituality literature by define spiritual practices related to leader effectiveness. Those five components are: (1) Demonstrating respect for others' values; (2) treating others fairly; (3) expressing caring and concern; (4). listening responsively; (5) appreciating the contributions of others; and (6) Engaging in reflective practice.

"In today's ever increasing globalized, complex, chaotic, and fast changing world, leaders need to develop and manage an organization based on shared values" (Dolan & Altman, 2012). Managing with value is not only applied in organizational level, but also can be applied to individual level. Individual who involve spiritual value in managing his/ herself career probably can control his/ her roles, so the self-interest would not interfere other's interest (peers and organization). Regard to the literature that has explained above, Spiritual Career Management is associated as process of identification, implementation, and evaluation of expected goals, self-assessment of strengths and weaknesses, and individual believe and faith toward his/ her career.

Previous studies reveal that engaging in career strategies, such as creating opportunities, continuous learning, and networking, are associated with greater subjective career success (Nabi, 2003; Park, 2010). Work effort and career strategies are associated with life meaning and career adaptability (Praskova et al., 2014). Self-management is significantly influence subjective career success (Yu, 2012). An increase in career planning and optimism was positively associated with an increase in subjective career success (Spurk, Kauffeld, Barthauer, & Heinemann, 2015). Meanwhile other finding contributes different result, that career self-management behaviors were not significantly related to perceived employability or career satisfaction (De Vos & Soens, 2008). From the several studies that have explained before, the present study is aimed to re-test the self-career management and subjective career success relationship. The author encourages reconstructing the variable by including the spirituality as the driver of career self-management. Therefore we confidently propose that it might be true whether spiritual career management significantly influence subjective career success. The hypothesis is as follows:

H3: Spiritual Career management (SCM) is significantly influence subjective career success (SCS)

EMPIRICAL ANALYSIS

Respondents and Procedures

Data are collected by individuals self-report; in this case the respondents are answering the given questionnaire. The questionnaires were sent to the prospected respondents via email and social media. Respondents were asked to give several information to ensure it match with the requirements of the survey, including name, sex, age, occupation, and academic background. From 80 questionnaires were sent to prospected respondents, 62 respondents replay the email. Meanwhile, through the reliability and validity test, 3 respondents have to be deleted.

59 respondents who voluntarily participate in this research were come from several different background of employment. 30% respondents are employees of public service sector, 27, 4% comes from academicians, 24.2% are private enterprise employees, and the rest of 12.9% comes from nonprofit organization background. Of the total sample, 54.32% were male and 45.76% were female. Relative frequencies by age group were: younger than 30, 27.42%; 31 to 35, 43.55%; older than 35, 29%. Relative frequencies by education group were: undergraduate 58.1%, and master degree 41.94%.

Measurement Tools

The major measures for this present research were Spiritual Resource based on Islamic value (SR), spiritual career management and Subjective career success (SCS). Participants responded to all questionnaire items for measures using a rating scale ranging from 1 (*strongly disagree*) to 10 (*strongly agree*) for SR and SCM and from 1 (*strongly not successful*) to 10 (*strongly successful*).

Subjective Career Success

Subjective career success was measured with these four items: *1. how successful has your career been? 2. Com-pared to your co-workers, how successful is your career? 3. How successful do your 'significant others' feel your career has been? 4. Given your age, do you think that your career is on schedule or ahead or behind schedule?* The scales were adapted from (Dougherty & Turban, 1994).

Spiritual Resource Based on Islamic Value

Present study develops the scales of spiritual resource based on Islamic values by referring the hadist literature. The scales contain of 9 items which stated as follows:

- ✓ Rasulullah SAW said: "There is no better food unless food that resulted by person who working by his own hands." (HR. Bukhari). The statement is explained by: *(1) for me, working is also a way to praise God.*
- ✓ Rasulullah SAW said: "someone who work based on his *knowledge*, make a charity from his/ her wealth, and keep his/ her words only for purpose will be blessed by happiness" (HR Thabrani & Baihaqi). The statement is explained through these several scales: *(2) Science and knowledge is fundamental for me to thinking, talking and actuating; (3) It's better for me to be quite, when I have no relevance resource of knowledge; (4) Charity in the workplace means helping, appreciating and sharing with partners in workplace.*
- ✓ From Ibnu Umar, Rasulullah SAW said: "Every you is a leader, and everyone will be asked about what he/ she have done along his/ her leadership. Every captain is a leader, and his/ her leadership will be judged..........................." (HR Bukhari, Muslim, Ahmad, Abu Dawud, & Tirmidzi). The scales that represent the hadist is: *(5) every decision that I have made in my life, would be my responsibility in the hereafter life.*
- ✓ Rasulullah SAW said: Work hard! Everyone will be helped according to the reason why he/ she being created (HR Ahmad, Thabrani, & Hakim). The statement is explained by scale: *(6) if I were working sincerely, so that God will help me to achieve my goal.*
- ✓ Rasulullah SAW said: Everyone who encourage his/ herself to be a better person than concern on other's weaknesses will be blessed by happiness."(HR Dailami). The statement is explained by scale: *(7). If I would encourage myself to be a better person, so that God will help my way.*
- ✓ Rasulullah SAW said: " Allah loves His creature who work by capability and creativity, the one whom fight to pursue for his family's needs is as good as someone who fight for Allah." (HR. Ahmad). The statement is explained by scale: *(8) God loves people whom working.*
- ✓ From Anas RA, Rasulullah SAW said: "the coward trader's will be blocked to gain big opportunity, while a risk taking trader will be given enormous opportunity." (HR Al-Qadha'i). The statement is explained by scale: *(9) the biggest effort and pray that I have contributed to my work, the biggest God will pay me in return.*

Spiritual Career Management

Self-career management scale refers to career planning items that were developed by (Gould, 1979). From six scale items, we use 3 scales (*such as: I have a plan for my career; I have a strategy for achieving my career goals; I know what I need to do to reach my career goals*). The spiritual value scale refers to spiritual value indicator developed by Reaves (2005). From five indicators, we select three to design the scales (*such as: I respect other's faith and believe in my workplace; I always concern and engage to my partner's problems and organizational interest; I always appreciate the contribution from my team/ partner*).

Reliability and Validity Test of the Questionnaire

To measure the validity of the scale, we test each variable by conducting bivariate correlation to correlate each score of scale toward total score of construct. First we test the construct Spiritual Resource Based on Islamic Value (SR). From the statistical test shows that all the correlation is significant at the 0.01 level (2 tailed). From the test result, we may conclude that the scales of SR are able to measure SR construct. Second, we test the construct Spiritual Career Management which result that all coefficient correlation is below 0.01, or we may say that the correlation is significant. Lastly we test the construct Subjective Career Success that also gives the result that all of correlation is significant.

From the table below, we can see that Cronbach' Alpha of SR scales is 0.850, Cronbach' Alpha of SCM and SCS scales are 0.895 and 0.808, which indicates the questionnaire has better reliability.

Table 1. Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of items
SR	0.796	0.850	9
SCM	0.892	0.895	7
SCS	0.792	0.808	4

Classical Assumption Test

One-Sample Kolmogorov-Smirnov test result that K-S score of SCM (0.696), SCS (0.968), and SR (0.891) were not significant. We may assume that the data are normally distributed.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test

		SCM	SCS	SR
N		59	59	59
Normal Parameters[a,b]	Mean	7.9782	7.0890	9.1017
	Std. Deviation	.99888	1.01260	.62626
Most Extreme Differences	Absolute	.091	.126	.116
	Positive	.071	.081	.076
	Negative	-.091	-.126	-.116
Kolmogorov-Smirnov Z		.698	.968	.891
Asymp. Sig. (2-tailed)		.714	.306	.405

Correlation score between variable SR and SCM is 0.368 or 36.8%, it is less than 95%, so we may conclude that there is no multicollinearity detected. The collinearity statistics measurement shows that both of independent variable have a tolerance score (SR: 0.865 and SCM: 0.865) more than 0.1 and VIF score (SR: 1.157 and SCM: 1.157) less than 10, so confidently me may assume that there is no multicollinearity.

Table 3. Multicollinearity Test

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF

1	(Constant)	5.738	1.839			3.120	.003		
	SR	-.235	.213	-.145	-1.105	.274	.865	1.157
	SCM	.438	.133	.432	3.280	.002	.865	1.157

a. Dependent Variable: SCS

From the autocorrelation test, the Durbin-Watson (DW) score form first regression between SR and SCM is 1.921, while DW score of second regression between SR, SCM, and SCS is 1.725. From that statistical result we may assume that there is no correlation between the residuals.

By conducting Park-Test, we regress the independent variables SR and SCM toward natural logarithm of error square (LnU^2i) and the result: first regression shows that the beta coefficient of regression is not significant (alpha: 0.418); second regression gives the same result that the beta coefficients are not significant (alpha: 0.376; 0.268; 0.917). Based on Park-Test result, we may assume that the variances between residuals are equal or the variables are homoscedastic.

Path Analysis of Variable SR, SCM, and SCS

In order to study the prediction effect of human capital on career success, considering the effect of Spiritual resource based on Islamic values on career success, this paper uses the method of path analysis. In this study, the Spiritual Career Management (SCM) is the mediating variable to bridging the effect of spiritual resource based on Islamic value (SR) to subjective career success (SCS). Firstly we regress the effect of spiritual resource based on Islamic value to subjective career success by conduct a simple regression. The equation is as follows:

$$SCM = \alpha + p2SR + e1 \qquad \text{Equation 1}$$

The analysis is continued by regress the effect of spiritual resource based on Islamic values and spiritual career management to subjective career success. The equation is as follows:

$$SCS = \alpha + p1SR + p2SCM + e2 \qquad \text{Equation 2}$$

Result of the statistical analysis for first regression (equation 1) is as follows: the adjusted R^2 is 0.12 (12%) which means that the 12% of SCM variance is explained by SR variance. from the table 4., we may conclude that SR is significantly influence SCM at the level of 0.01.

Table 4. Regression Test 1
ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.838	1	7.838	8.930	.004[a]
	Residual	50.032	57	.878		
	Total	57.870	58			

a. Predictors: (Constant), SR
b. Dependent Variable: SCM

Result of the statistical analysis for second regression (equation 2) is as follows: the adjusted R^2 is 0.131 (13.1%) which means that the 13.1% of SCs variance is explained by SR variance and SCM variance. from the table 5., we may conclude that SCM are significantly influence SCS at the level of 0.01. But, the effect of SR to SCS is not significant.

Table 5. Regression Test 2
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.738	1.839		3.120	.003
	SCM	.438	.133	.432	3.280	.002
	SR	-.235	.213	-.145	-1.105	.274

a. Dependent Variable: SCS

DISCUSSION

Based on the theories of career construction and of workplace spirituality, the current research examined the joint effects of spiritual resource based on Islamic value and spiritual career management on subjective career success (career satisfaction) among Indonesian employees. The results revealed that religiosity (religious values) is able to force the workplace spirituality and behavior development through the significant positive effect of spiritual resource based on Islamic value to spiritual career management. An individual who perceive have adopt religious value (in this study we refer to Islamic value) to his/ her spiritual resource will tends to self-motivated in managing his own career by applying spiritual value.

It was also found that spiritual career management has positive significant effect to subjective career success. The finding shows us that individual who has higher spiritual career management will achieve a higher subjective career success. Role of spiritual career management as mediating variable is significantly influences the indirect effect of spiritual resource based on Islamic value to subjective career management. Meanwhile the direct effect of spiritual resource based on Islamic value to subjective career success is not significant. It means that employee who has high spiritual resource but does not have high effort and spiritual value in managing his/ her career will fail to achieve his career (subjectivity). These findings contribute to current research literature in several ways.

Theoretical implications

First, the results revealed that spiritual career management predict subjective career success. The unique role of spiritual value which control career self-management added new evidence on the predictive factors for career success. This finding support previous studies about self-career management effect on career success (Praskova et al., 2014; Spurk et al., 2015; Yu, 2012). In addition, the study also reveals that employee who has high effort to manage his career by considering several aspects of spiritual value is more likely to achieve high subjective career success due to a high level of career satisfaction.

Another finding shown that the direct effect of spiritual resource based on Islamic value to spiritual career management is significant. This finding gives the evidence that the religiosity have an impact to workplace behavior such as: career success (Sulaiman et al., 2015), work engagement (Bickerton et al., 2015), and leadership (Hunsaker, 2014) . Meanwhile, the finding did not support the statement that religiosity is not closely connected to spirituality or spiritual leadership (Ayranci & Semercioz, 2011). In other words, the present study revealed that employee with higher spiritual resources is more likely to be better in managing his/ her own career considering to high spiritual value involvement.

Lastly, the direct effect of spiritual resource based on Islamic value to subjective career success is not significant. This finding fail to support several studies that revealed that spiritual motivations is significantly influence subjective career success (Praskova et al., 2014; Sulaiman et al., 2015; Xie et al., 2016).

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