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## THE EFFECT OF COMMITMENT CAREER TO THE SUCCESSFUL CAREER WITH EMOTIONAL PERCEPTION AS VARIABLE MODERATOR AT PT. PJB PUSAT SURABAYA

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### Abstract

The purpose of this study are to determine the influence of career commitment to career success in salary level dimension and career satisfaction dimension. In addition, this study also aims to determine the influence of career commitment to career success in salary level dimension and career satisfaction dimension with emotion perception as moderating variable at PT.PJB Pusat Surabaya.

This study uses the quantitative approach using primary data and secondary data, which is processed using moderating regression analysis and ordinal regression. Sample in this research is 100 respondents at PT.PJB Pusat Surabaya. The result of research, found that career commitment has significant influence to career success in salary level dimension and career satisfaction dimension. While, emotion perception, doesn't have moderate the influence of career commitment to career success in salary level dimension and career satisfaction dimension.

Keyword: career commitment, career success, emotion perception.

**JEL Classification: J28, J24**

### Research Background

Career is important for employees because it is always considered as a journey from one job to another job which is part of the plan that has been arranged carefully. Career is more than getting a job and position. Career has a long term perspective and is linked to the goals of life.

This research is conducted at PT. PJB Pusat Surabaya which is a power generation company in East Java and Bali. This company has managed a career development for the employees based on the career guidance system which is transparent and fair. Commitment is needed in a career; an employee's commitment can be seen through his efforts in building his chosen career. An employee who concerns about his career the most tends to commit to his career.

A successful career can be seen more objectively than subjectively (intrinsik), a satisfying career, which depends on someone's perspective towards a successful career (Judge, 1995) in Poon 2004. The result of the satisfying career questionnaire shows that the majority of the employees of PT. PJB Pusat Surabaya feel satisfied towards the success they have achieved in their career; while from the emotion perspective, the result shows that the employees have already had a quite high emotion. A person who has a high emotional

perception is able to control himself in facing all circumstances which is unthinkable previously more objectively. This has a purpose of making the employee feel comfortable, survive, commit to himself to stay in the company and achieve a successful career. This becomes the reason for the writer to dig deeper about how commitment can influence a successful career with an emotional perception as the moderator variable towards the employees of PT. PJB Pusat Surabaya. The purposes of this study are: (1) to know how important a commitment influences a successful career within the salary and satisfaction dimensions, (2) to know how important a commitment influences a successful career within the salary and satisfaction dimensions with an emotional perception as the moderator variable.

## **Literature Review**

### **Career Definition**

Arthur et. al. (1989, P8) in Poon (2004) states that a career portrays a sequence of the development of someone's working experience from time to time, while the accumulation arising from the working experience is the success of career, while Hall & Associates (1986) in Adekola (2011) defines that a career is a lifelong process that consisting of a sequence of someone's activities and related attitudes or behaviors that occur in his life. Career is not only in the form of employment, but circulates around processes, attitudes, behaviors and situations in someone's life of working to achieve the set goals career (krishernawan, 2013).

### **Career Commitment**

Noordin et al. (2002) in Ballout (2009) argues that a commitment is required in a career, where someone's commitment to his career can be seen through how patient he builds his chosen career. Someone who is committed to a career will not easily give up the challenges confronting in front, while Lee, et al (2000) defines that the career commitment as a psychological relationship between a person and his work is based on the affective reactions to the work; in addition, it is also said that a person who has high career commitment will be stronger in identifying himself with his job and have more positive feelings towards his job.

### **Career success**

Career success is the measurement of someone's increasing period in an organizational hierarchy which is based on the long-term relationships with the company (Judge et al.) in Hennequin (2007: 568). Career success can be defined as the evaluation of an individual's achievement in his working experience (Gattiker and Larwood : 1990), Lau and Shaffer (1999) say that career success is a way for someone to meet the needs of the achievements and gain authority. According to Judge et al., (1995) in Poon (2004), the result of a successful career consists of two things: objectively and subjectively. The result of objective career success (extrinsic) which includes wages and promotion is relatively more visible than the result of subjective career success (intrinsic) includes career satisfaction, which depends on someone's perception towards career success.

### **Emotional Perception**

Emotional perception according to Mayer and Salovey (1997) in the point of emotional intelligence is "The ability to accurately Recognize how you and Reviews those

around you are feelings", which has a meaning the ability of an individual to recognize emotions, felt by both himself and other people.

This study focuses on the emotional perception of emotions because according to Rozell et. al., (2002) in Poon (2004), emotional perception is a common thing to most major models about emotional intelligence and has been proved that it relates to the results of an organization including status of supervision, leadership skills, and working achievements (Elfenbein and Ambady, 2002a ) in Poon (2004).

### **The effect of Career Commitment to Career Success**

Career commitment by Muller et al. (1992: 212) refers to the identification and involvement in someone's work and is characterized by the development and commitment towards career goals. People who are committed should be willing to make significant investments in their career (eg propose more effort to acquire new knowledge and skills). Commitment to a career influences how someone behaves, individuals who are committed to careers, have shown that employees prove more time for the employee career development and showed lower intention to withdraw from the career and employment (Aryee and Tan, 1992).

People who are committed to their career will personally set high goals for themselves in their efforts to pursue the goals despite the presence of existing barriers and obstacles (Colarelli and Bishop, 1990) in Poon (2004). Therefore, high performance will result in awards such as promotion or a higher salary. If it is not fulfilled it will lead to dissatisfaction that makes the employees delay the task and lower down their commitment to the careers of the employees in the company. The satisfaction that comes from positive assessment will clarify themselves when their achievement succeed according to their standard (Bandura, 1986; Locke and Latham 1990) in Poon (2004).

The results of the previous study, Poon (2004) states that career commitment can lead to a more successful career, namely in the form of other awards (salary achievement) or self-esteem (career satisfaction).

H.1. Career commitment significantly influences the success of a career in the dimensions of salary levels and career satisfaction

H.1.a career commitment significantly influences career success on the dimensions of salary levels

H.1.b career commitment significantly influences career success on the dimensions of career satisfaction.

### **Emotional perception moderates the Effect of Career Commitment to Career Success**

Career commitment motivates a person to give more effort to achieve the company's objectives. Career strategy can be enhanced through emotional perception in various ways, for example self-awareness emotional will make it easier for the usage of emotional input such as consideration, choices making and choices decision and the ability to express emotion, it is

one of the effective communication with others to understand more about someone's own feeling to be able to assess the interests and skills of the others' work better, set appropriate career objectives, develop realistic career plans, and gain necessary developmental experience to take the benefits of career opportunities. Emotional perception can maintain a career decision that is consistent with the needs, values and consequences, as well as experience the satisfaction of a career according to London and Stumpf (1982) in Poon (2004).

Emotional perception can directly affect the work results, so it can be considered as variables that influence other variables regarding career success. The ability to feel emotions have been known to be associated with the lives of others/empathy according to Mayer (1999). This should help someone to guarantee positive reactions and evaluation from others (such as the level of work performance) and maintain a quality relationship with others.

On the previous study, Poon (2004) shows that career commitment can affect career success objectively and subjectively, where career success can be seen objectively from the amount of the salary, while the career success can be measured subjectively through career satisfaction. Emotional perception influences both career commitment and career success objectively. If an individual who has a middle-upper emotional perception, the salary amount will be increasing, while an individual who has a low emotional perception, the salary will be slightly increasing.

H.2. Emotional perception moderates the influence of career commitment towards a successful career in the dimensions of salary levels and career satisfaction

H.2.a. Emotional perception moderates the influence of career commitment towards a successful career in the dimensions of salary levels

H.2.b. Emotional perception moderates the influence of career commitment towards a successful career in the dimensions of career satisfaction

## **Research Methods**

This research uses quantitative research which tests the relationship between causality career commitment with career success and emotional perception variable as the moderator variable.

## **Variable Operational Definition**

Operational Definition is needed to measure the variables in a study. Operational definition is the definition given to a variable/construct by giving meaning or specifying activities or giving an operational needed to measure the variables in the study. Thus, operational definition can be measured empirically using variables that verifiable.

Variable Commitment career (X) is the attitude shown by the identification and involvement of the employees that are characterized by improvement and self-development to achieve the career goals in PT.PJB Pusat Surabaya. The measurement variables of career commitment use seven (7) indicator from Blaus (1988).

Career Success variable (Y) is the evaluation of individual towards his achievement throughout his working experience in PT.PJB Pusat Surabaya. In this study, career success is

reviewed in two dimensions, namely: salary level (Y1) and career satisfaction (Y2), the indicator measurement is based on Greenhaus et. al., (1990). Variable Moderator: emotional perception (M) is an employee perception towards the ability to recognize emotions, both perceived by themselves and others. The measurements of emotional perception use twelve (12) indicators from Poon (2004).

**Population and sample**

The populations in this study are 406 permanent employees of PT. PJB Pusat Surabaya in total. The sampling method used is probability sampling which is the simple random sampling and the sample size is determined using Slovin formula, so there are 100 employees of PT. PJB Surabaya Center as the sample.

**Data Collection Procedures**

The data is collected through questionnaires and documentation which taken from the documents and archives of the permanent employees at PT.PJB Pusat Surabaya.

**Technique of Analysing the Data and Testing Hypotheses**

In analysing the data, this study uses Moderated Regression Analysis (MRA), by comparing three regression equations to determine the type of moderator variable. The three equations are :

$$\begin{aligned}
 Y_i &= & (1) \\
 Y_i &= & (2) \\
 Y_i &= & (3)
 \end{aligned}$$

If the equation (2) and (3) do not differ significantly or  $F_{(2,3)} > F_{\alpha}$ , then Z is not a moderator variable, but as a predictor variable (independent) see quadrant 1. Variable Z is a pure moderator variable (quadrant 4), then the equation (1) and (2) are not different, but it must be different from equation (3) or  $F_{(1,2)} > F_{\alpha}$ . Variable Z is a quasi variable moderator (quadrant 3) if the equation (1), (2) and (3) different from one another or  $F_{(1,2,3)} > F_{\alpha}$ . T test and F test are next to use in testing the hypothesis.

**RESULT AND DISCUSSION**

MRA Salary (Ordinal Regression)

The calculation result of probit regression models showed that the model fitting information model 1, its p-value is 0.027 (<0.05) which means that the model 1 is fit, it is not different much from the values observed in the field.

**Tabel 1  
Pseudo R-Square Model 1**

Cox and Snell	.048
Nagelkerke	.051
McFadden	.018

Pseudo R Square is a value that indicates the extent to which the predictor variables are able to explain the value of the variable responses to ordinal regression. The value of the selected

pseudo is the highest value and then multiplied by 100%. On model 1, the value obtained by is 5.1%, which shows that career commitment variable could explain 5.1% of the respondents salary.

**Tabel 2****Parameter Estimates Model 1**

		<b>Sig.</b>
Threshold	Salary = 1	.000
	Salary = 2	.561
	Salary = 3	.000
Location	ZKK	.026

Parameter Estimates model 1 Career Commitment variable significance value (CC) is 0.026 (<0.05), it means that career commitment significantly gives impact to the success of a career in the dimensions of the employees salary levels of PT.PJB Pusat Surabaya.

**Tabel 3****Model Fitting Information Model 2****Model Fitting Information**

Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	254.571			
Final	247.447	7.124	2	.028

Based on the above table, known in model 2 that its p-value is 0.028 (<0.05), it means that the model 2 is said to fit which is not different much from the values observed in the field.

**Tabel 4****Pseudo R-Square Model 2**

Cox and Snell	.069
Nagelkerke	.073
McFadden	.026

Based on Table 4 in model 2, the value of Pseudo R Square obtained is 7.3% which indicates that the variable career commitment and emotional perception variables are able to explain 7.3% of the respondents' salary.

**Tabel 5****Parameter Estimates Model 2**

		<b>Sig.</b>
Threshold	Salary = 1	.000
	Salary = 2	.602
	Salary = 3	.000
Location	ZCC	.018

	ZEP	.137
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Table 5 Parameter Estimates model 2 is a table containing information on the estimated effect of career commitment and emotional perception towards a successful career in the dimensions of the salary levels to all population members with significant value variable Career Commitment (CC) is 0.018 (<0.05), it means that the commitment career significantly impact the success of a career in the dimensions of employee salary levels of PT.PJB Pusat Surabaya. While Emotion Perception (PE) variable as an independent variable has significant value of 0.137 (> 0.05), it means that the emotional perception does not significantly influence career success in the dimensions of employee salary levels of PT.PJB Pusat Surabaya.

**Tabel 6**  
**Model Fitting Information Model 3**

<b>Model Fitting Information</b>				
Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	254.571			
Final	247.294	7.277	3	.064

Based on the above model fitting information, it is known on the model 3, its p-value is 0.064 (> 0.05), it means that model 3 does not fit since it isn't able to explain the condition of the field.

**Tabel 7**  
**Pseudo R-Square Model 3**

Cox and Snell	.070
Nagelkerke	.075
McFadden	.026

Based on table 7 in model 3, the value of Pseudo R Square obtained is 7.5% which indicates that career commitment variable, emotional perception variable, and emotional perception variables are able to explain 7.5% of the of respondents' salary.

**Tabel 8**  
**Parameter Estimates Model 3**

		<b>Sig.</b>
Threshold	Salary = 1	.000
	Salary = 2	.629
	Salary = 3	.000
Location	ZCC	.038
	ZEP	.160
	Moderation	.696

Table 8 Parameter Estimates model 3 is a table containing information on the estimated effect of career commitment, emotional perception and moderating variables on the level of salary to all members of the population with significant value variable Career Commitment (CC) is 0.038 (<0.05), it means that the commitment of career significantly impact the success of a career in the dimensions of employee salary levels of PT.PJB Pusat Surabaya. While the



emotional perception variable has a significant value of 0.160 ( $> 0.05$ ), it means that the emotional perception does not significantly influence the career success in the dimensions of employee salary levels of PT.PJB Pusat Surabaya. Furthermore, the value of significant t of the moderating variables obtained is 0.696 t ( $> 0.05$ ), it means that the variable does not moderate the influence of emotional perception of career commitment in the dimensions of employee salary levels of PT.PJB Pusat Surabaya.

### Career Satisfaction MRA (Multiple Linear Regression)

The analysis was performed to determine whether a career commitment variable has an effect on the career satisfaction and whether there is a role of emotional perception moderating towards career commitment to employee career satisfaction. From the SPSS version 2.0 for Windows, the results are as follows:

**Tabel 9**  
**The multiple linear regression equation Model 3**

Model	Unstandardized Coefficients	
	B	Std. Error
Constanta	-.001	.093
CS	.395	.104
EP	.000	.095
Moderation	.019	.075

From processing the data, it is obtained multiple linear regression equation as follows:

$$RE = -0,001 + 0,395 CS + 0,0002 EP + 0,19 Moderation + E$$

The explanation of the above regression equation is as follows:

1. The constant value is -0001, which means that if there are no other variables then the value KR -0001 or it can be said that if the PT PJB employees did not have a career commitment and emotional perception, then the career satisfaction would be valued -0001.
2. The value of Commitment Career variable regression coefficient is 0.395. If there is a one unit increase in the employee's career commitment of PT PJB, but they do not have emotional perception, then the career satisfaction will increase 0.394. A positive sign in the regression coefficient symbolizes a one direction relationship between career commitment to career satisfaction, the higher the career commitment the higher the career satisfaction.
3. The value of Emotional Perception variable regression coefficient is 0.0002. If there is one unit increase in the employees of PT.PJB, then the career satisfaction will increase by 0.0002. A positive sign in the regression coefficient symbolizes a one direction relationship between emotional perception with career satisfaction.
4. The value of moderating variable regression coefficient between emotional perception and career commitment is to 0.019, if the variable moderation career commitment and emotional perception rise one unit, the Career satisfaction will increase 0,018 with the assumption that career commitment variable and career satisfaction with emotional perception remain. A positive sign in the regression coefficient symbolizes a one direction relationship between the moderating variable with the career commitment interaction and the emotional perception towards career satisfaction.



**Table 10****The value of Rsquare**

Model	Rsquare
1.	.165
2.	.165
3.	.165

Model 1 is a regression model that involves commitment variable career as an independent variable. The results of statistical calculations in Table 48 model 1 is the value of Rsquare or coefficient of determination in linear regression doubled 0.165. That 16.5% of the value variation Career Satisfaction (Y2) is explained by the commitment of the respondent's career and the remaining 83.5% is influenced by other variables.

Model 2 is a regression model that involves the commitment of career and emotional perception as independent variables. The results of statistical calculations in Table 48 model 2 is the value of Rsquare value or coefficient of determination in linear regression doubled 0.165 which means a 16.5% variation of career satisfaction (Y2) is able to be explained by the commitment of career and emotional perception as independent variables. There is no increase Rsquare value in model 1 and model 2, this shows that the emotional perception variable did not significantly affect the magnitude of the respondents career satisfaction.

Model 3 is a regression model that involves a career commitment, emotional perception, and moderation. The results of statistical calculations in table 48 model 3 is the value of Rsquare value or coefficient of determination in linear regression doubled 0.165 which means a 16.5% variation of career satisfaction (Y2) is able to be explained by career commitment, emotional perception, and a moderating variable. There is no increase in model 1, model 2 and model 3, this shows that the emotional perception variable does not moderate the relationship between career commitment and career satisfaction of the respondents.

**Hypothesis testing****Simultaneous Significance Test (Test Statistic F)**

F test was used to compare the variants explained by regression to the residue and the result informs if the overall relationship statistically significant.

**Tabel 11****Simultaneous Significance Test (Test Statistic F)****Career Satisfaction**

Model	Sig. F change
1.	.000
2.	.967
3.	.805

The result of model 1 test F significant value is 0.000. ( $<0.05$ ), the regression model can be used to predict Career Satisfaction or it can be said that the Career Commitment variables significantly influences career satisfaction. Model 2 test F shows a significant value 0.967 ( $>0.05$ ), the regression model cannot be used to predict the career satisfaction or it can be said

that the variables of career commitment and emotional perception does not significantly influence the success of a career in the dimensions of the employees career satisfaction of PT.PJB Pusat Surabaya. Model 3 test F shows a significant value 0.805 ( $> 0.05$ ), the regression model cannot be used to predict the career satisfaction or it can be said that the variables of career commitment, emotional perception, and moderating variables do not significantly influence the success of a career in the dimensions of the employees career satisfaction of PT.PJB Pusat Surabaya.

### Individual parameter significance test (t test statistics)

T test is used to determine whether the independent variables partially effect on the the dependent variable. If  $t < \alpha 0.05$  (5%), then  $H_0$  is rejected and  $H_1$  accepted, it means that independent variables (individual) partially has no significant effect on that variable.

**Tabel 12**

### Individual parameter significance test (t test statistics) Career Satisfaction

Model	T	Sig.
1. CC	4.398	.000
2. CC	4.368	.000
EP	-.041	.967
3. CC	3.816	.000
EP	.002	.998
Moderation	.247	.805

#### a. Model 1

T test results for model 1 career commitment variable with career success variable in the dimensions of career satisfaction, the value of t is 4,398 which the positive sign symbolizes the one direction relationship between the career commitment variable with career success in the dimensions of career satisfaction, while the significance value of t on the variable commitment career 0,000 smaller than 0.05 so that  $H_0$  rejected and  $H_1$  is accepted. This indicates that the variable career commitment significantly influence the success of a career in the dimensions of the employees career satisfaction of PT.PJB Pusat Surabaya.

#### b. Model 2

The t test results for model 2 career commitment variable (CC) is 4,368 the positive sign symbolizes the one direction relationship between the career commitment variable with career success variable in the dimensions of career satisfaction, while the significant value of t on the career commitment variable is 0.000 which is smaller than 0,05 so that  $H_0$  was rejected and  $H_1$  was accepted. This indicates that the variable career commitment significantly influences the success of a career in the dimensions of employee career satisfaction of PT.PJB Pusat Surabaya.

Emotional perception variable as an independent variable shows the t value is -0.041 the negative sign symbolizes one direction relationship between emotional perception variable with career success variable in the dimension of career satisfaction, while the value of the significant t on the emotional perception variable is 0.967 which is greater than 0.05 so that  $H_0$  was accepted and  $H_1$  was rejected. This suggests that the emotional perception variable as

an independent variable did not significantly influence the success of a career in the dimensions of the employees career satisfaction of PT.PJB Pusat Surabaya.

#### c. Model 3

The t test results for model 3 career commitment variable is 3,816 the positive sign symbolizes the one direction of the relationship between the career commitment variable and a successful career variable in the dimension of career satisfaction, while the value of the significant t on the career commitment variable is 0,000 smaller than 0.05 so H<sub>0</sub> was rejected and H<sub>1</sub> was accepted. This indicates that the variable career commitment significantly influences the success of a career in the dimensions of the employees career satisfaction of PT.PJB Pusat Surabaya.

The t value of emotional perception variable is 0.002 the positive sign symbolizes the one direction relationship between emotional perception variable with career success variable in career satisfaction dimension, while the significant value of t on the emotional perception is 0.998 greater than 0.05 so that H<sub>0</sub> was accepted and H<sub>1</sub> was rejected. It means that emotional perception variable does not significantly influence the success of a career in the dimensions of career satisfaction of the employees of PT.PJB Pusat Surabaya.

Moderating variables, which is the interaction of career commitment variable and emotional perception has obtained the t value 0.247, the positive sign symbolizes the relationship between the one direction of moderating variables with career success variable in career satisfaction dimension, while the significant value of t at a moderating variable of 0.805 is greater than 0.05 so that H<sub>0</sub> was accepted and H<sub>1</sub> was rejected. This suggests that moderating variable does not significantly influence career satisfaction variable, or it can be said that the emotional perception variable does not moderate the influence of career commitment to the career success in the employees' career satisfaction dimension of PT.PJB Pusat Surabaya.

#### **The influence of Career Commitment towards the Career Success In the Dimension of the Level Salary**

Based on the results of the t test parameter estimates, the significant value of Career Commitment variable is 0.026 (<0.05) so that H<sub>0</sub> was rejected and H<sub>1</sub> was accepted. This suggests that career commitment significantly impacts the employees' salary. Thus, it proves that the hypothesis 1.A was accepted. It has a meaning that the higher a person's career commitment, the higher the level of career success in the dimensions of the salaries of employees at PT.PJB Pusat Surabaya. Hence, the employee who has a high career commitment, he has a greater chance to get a rising salary (known as a higher salary group). Therefore an employee who has a high career commitment will work harder to achieve the goals set by the company so that he will get an appreciation which leads to a higher salary. The results of this study support the research conducted by Poon (2004).

#### **The influence of Career Commitment towards the Career Success in the Career Satisfaction Dimension**

Based on the results of the t test career commitment variable, the t value is 3,816 and the positive sign symbolizes the one direction relationship between the career commitment variable with career satisfaction variable, while the significant value of t of career

commitment variable is 0,000 smaller than 0.05 so that H<sub>0</sub> was rejected and H<sub>1</sub> was accepted. This indicates that the career commitment variable significantly influences the success of a career in the dimensions of the employees' career satisfaction in PT.PJB Pusat Surabaya Center. This proves that the hypothesis 1.b was accepted. It has a meaning that the higher a person's career commitment, the higher the career success towards his career satisfaction. Therefore an employee who has a high career commitment will set higher career goals for the employee in his attempt to pursue this goal although there are barriers and obstacles, so that those high achievements in turn will produce awards within himself which is a career satisfaction towards career. The results of this study support the research in Poon (2004).

### **Emotional perception Moderates the Effect of Career Commitment towards the Career Success In the Dimension of Level Salary**

Based on the result of the t test moderating variable, the value is 0.696 (> 0.05) so that H<sub>0</sub> was accepted and H<sub>1</sub> was rejected. This shows that the emotional perception variable does not moderate the influence of career commitment to the career success in the dimension of the employees' salary levels of PT.PJB Pusat Surabaya. This proves that hypothesis 2.A was not accepted. It has a meaning that the higher the level of a person's perception, it would not make the connection between career commitment and career success in the dimensions of salary levels become stronger. This because of the age of the respondents who were relatively young which were 44 people aged between 26 and 30, allowing the self-control of the respondents' perception of emotion has not been stable, although the level of the salaries earned was high enough, it turned out that the emotional perception does not strengthen the influence of career commitment to career success in the dimensions of the salary level. According to John M. Ivancevich (2001) people aged from 26 to 30 years is in the stage of career continuation phase, where security consideration has already started to decrease and emphasis more on the achievement of dignity and freedom. The results of this study did not support the research conducted by Poon (2004) which states emotional perception moderates the influence of career commitment towards a successful career in the dimensions of the salary level.

### **Emotional perception Moderates the Effect of Career Commitment towards the Career Success In the Dimension of Level Salary**

Based on t test results in Table 4 for moderating variables, the interaction between career commitment variable and emotional perception is 0.247 positive sign symbolizes the one direction relationship between the moderating variable and career satisfaction variable, while the significant value of t at a moderating variable is 0.805 greater than 0,05 so that H<sub>0</sub> was accepted and H<sub>1</sub> was rejected. This suggests that moderating variable does not significantly influence the career success variable in the dimensions of career satisfaction, in other words the emotional perception variable does not moderate the career commitment towards a successful career in the dimensions of the employees career satisfaction at PT.PJB Pusat Surabaya. This proves the hypothesis 2.b was not accepted. It means that the higher the level of a person's perception, it would not make the connection between career commitment and career satisfaction become significantly stronger. This because of the age of the respondents who were relatively young which were 44 people aged between 26 and 30 and 26 respondents with the quite short term working period, between 1 and 5 years, making it quite impossible for the respondents to increase his career significantly, so the emotional perception does not

moderate the influence of career commitment towards a successful career in the dimension of career satisfaction. The result of this study supports the research conducted by Poon (2004) which states that emotional perception does not moderate the influence of career commitment to a successful career in the dimension of career satisfaction.

## **Conclusion**

### **T test**

#### **Model 2**

Model 2 is a regression model which involves career commitment variable and emotional perception variable as independent variables.

1. a. The PT. PJB Pusat Surabaya career commitment influences positively towards the success career in the dimension of salary levels.
- b. The PT. PJB Pusat Surabaya career commitment influences positively towards the success career in the dimension of career satisfaction.
2. a. The PT. PJB Pusat Surabaya emotional perception does not significantly influence the success career in the dimension of salary levels.
- b. The PT. PJB Pusat Surabaya emotional perception does not significantly influence the success career in the dimension of career satisfaction.

#### **Model 3**

Model 3 is a regression model which involves career commitment variable, emotional perception and moderating variable.

1. a. The PT. PJB Pusat Surabaya career commitment influences positively towards the success career in the dimension of salary levels.
- b. The PT. PJB Pusat Surabaya career commitment influences positively towards the success career in the dimension of career satisfaction.
2. a. The PT. PJB Pusat Surabaya emotional perception does not significantly influence the success career in the dimension of salary levels.
- b. The PT. PJB Pusat Surabaya emotional perception does not significantly influence the success career in the dimension of career satisfaction.
3. a. Emotional perception does not moderate the influence of career commitment of PT. PJB Pusat Surabaya towards the career success in the dimension of salary levels.
- b. Emotional perception does not moderate the influence of career commitment of PT. PJB Pusat Surabaya towards the career success in the dimension of career satisfaction.

It can be concluded from model 3 that emotional perception variable is not a moderator variable because when it was combined with career commitment variable, it did not

significantly affect the success of the employees' career of PT.PJB Surabaya Center both on the dimensions of salary levels and career satisfaction.

It can also be concluded from model 2 that emotional perception variable did not act as independent variable because there was no enough proof to reject H<sub>0</sub> which states that emotional perception variable did not influence the employees' career success at PT.PJB Pusat Surabaya.

### **F test**

a. There was no result of F test to a successful career in the dimension of salary levels since it was an ordinal data so it did not produce the F test.

b. Based on the F test, the significant value is 0.805 greater than 0.05 then H<sub>0</sub> is rejected H<sub>1</sub> is accepted, it has a meaning that the career commitment variable, emotional perception and moderating variables altogether did not significantly influence the career success in the dimension of career satisfaction.

### **Literature Review**

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