

The Influence Of Proactive Personality On Perceived Career Success: Internal And External Networking Behavior As Mediating Variables

By:

Lita Rizky Tanzila¹

Achmad Sudjadi²

Ratno Purnomo³

Email: lita.rizky13@gmail.com

^{2) 3)} Dosen Fakultas Ekonomi & Bisnis, Universitas Jenderal Soedirman

ABSTRACT

The aims of this research were to investigate the influence of proactive personality on perceived career success, proactive personality on internal as well as external networking behavior, the influence of internal as well as external networking behavior on perceived career success, and to investigate the role mediating of internal as well as external networking behavior on relationship between proactive personality and perceived career success. This research was conducted at PD BPR BKK Purbalingga. Target population of this research was all employees in centre office and branch office which comprise of 129 people. This research used survey method with simple random sampling as sampling technique. Based on the calculation with Slovin formula, the sample size was 98 respondents. Furthermore, the technique of data analysis applied in this study was multiple regressions. Based on the result of data analysis, it could be concluded that proactive personality had positive and significant influence to perceived career success. Proactive personality has positive and significant influence to internal as well as external networking behavior. Internal and external networking behavior had positive and significant influence to perceived career success. Furthermore, internal as well as external networking behavior partially mediated between the relationship of proactive personality and perceived career success.

Keywords: proactive personality, networking, career success.

INTRODUCTION

Career success becomes important things that should be achieved because it has a positive impact on organization and the individual. Organization can reach achievements, improve the competitiveness, and has a good image. In addition, for individual success in career will lead to

enhancement of health, well-being, and longevity (Haines *et al.*, 2014). Successful career improve the sense of competences, ambition, and hard work. However to control it in order to achieve career success, individual has to know the predictors that help to reach career success.

In the recent study, there have been discussions regarding the antecedents of career success. A recent review of the career success literature identified several categories of influences on career success (Judge *et al.*, 1999). The most common research is the influence of demographic factors such as gender, number of children and the effect of human capital attributes.

Human capital is believed by everyone as a necessity owned to get a good job with high success (Wayne *et al.*, 1999). It is triggered by the organizational pursuit that everyone who wants to work should have a set of qualified human capital. So, every people are trying very hard to be able to obtain a good set of human capital. Human capital is an individual approach that predicts career success. This approach explained that individuals who invest more time, effort and money in human capital attributes such as training, education, and experience are expected to show higher level of work performance and get the advantages including the cost and potential reward (Wayne *et al.*, 1999; Ballout, 2007).

Beside the human capital as a career success's predictors, there are structural approach where the organizations as a predictor of career success (Ballout, 2007). Organizational factors such as organizational size and internal promotional practices influence career aspirants' success. The large organizations have more hierarchical systems and engage more in complex and diversified activity. So, it indicates that the large organizations are more likely to facilitate career mobility and success. In addition, the frequency of

promotion is valuable measure of career mobility and success. Therefore individuals should be able to climb on a corporate ladder.

A deeper understanding from the other side of the career success predictor's is the behavioral approach. The behavioral approach assumed that individuals should take a proactive role as a behavioral strategy in managing their own careers and pursue career strategies that are congruent with the context of organizational career system (Ballout, 2007). Individuals have certain control over their career choice and career plans and also tactic to contribute career success as a behavioral approach to reach career success (Ballout, 2007).

This research focuses on the behavioral approach. Because of career success is more shaped by individual who have ability to control their owned career than the role of organization (Forret and Dougherty, 2001). As a noted by Seibert and Crant (2001), stated that needed for develop a better understanding of the strategies to promote their own career success by having actively behavior of individuals.

The behavioral approach explains that there are many important predictor of career success. The elements of self-guidance such as personal initiative, preparedness of change and career competencies are related to career success (Kuijpers *et al.*, 2006). Personality is related to career success (Guthrie *et al.*, 1998; Ballout, 2007; Wolff and Kim, 2012). There are also need for achievement, need for power, locus of control (Akhtar and Mahmood, 2009; *et al.*, 2009; Prabhu, 2013). Then,

networking behaviors (Gibson *et al.*, 2013; Ballout, 2007; Wolff and Kim, 2012).

According to Seibert *et al.*, (1999), the significant predictor of career success is proactive personality. Proactive people involved in community activities and high degree in constructive environmental change, so it enhanced the personal achievement especially career success. Proactive personality predicts career success than less proactive people because proactive personality could reach the greater career outcome (Ballout, 2007).

In addition, proactive personality has more explanatory power efficacious and predicts employee performance above and beyond the big five personality and the other theory of personality (Yang *et al.*, 2011; Prabhu, 2013). The existences of proactive personality have been proven by the existences of Proactive Personality Scale (PPS) to know the validity of proactive personality (Seibert *et al.*, 1999; Trifiletti *et al.*, 2009; Prabhu, 2013).

On the other hand, networking behaviors has an important role to predict career success. The complex work environment requires the employees to be able to use both interpersonal and intrapersonal behavioral strategies such as self-nomination and networking. Networking behaviors is the effective strategy to manage one's career success (Wolff and Kim 2012). The quality of one's networks influence on an individual's career success than their abilities, knowledge, and experience (Gibson *et al.*, 2013).

The previous research regarding networking behavior from McCallum (2008) explained that the networking behavior is the highlighted discussing that should be improved by employee. It is because there are a lot of people who have a poor skill to create relationship with other. The poor skills include the inability to build relationships, to fit with the organizational values, and to be efficient in doing business.

Networking behavior has uniqueness as a mentoring and political skill related with interaction activity (McCallum, 2008; Wolff and Kim, 2012). Mentoring occurs when the strong relational ties between a more experienced individual on a formal or informal relationship which is intended as a guidance (Higgins and Kram, 2001). Political skill is the ability exercise influence over other at work by persuasion, manipulation, and negotiation (McCallum, 2008).

Networking abilities have a significant positive relationship of influencing tactics such as upward appeal (obtaining support of higher ups), assertiveness (demanding, ordering, setting deadline, and checking up on the work of others), and coalition building (gaining the support of coworker or subordinate) (McCallum, 2008). The connection between networking as mentoring and political skill is that all provide access to information and resources, enhance in career and work satisfaction (Bozionelos, 2007). The important impact from proactive personality and networking behavior in order to achieve career success, make both variables important to do research.

PD BPR BKK Purbalingga has been achieved a successful as organization. This is evidenced by some of accomplishments that have been achieved as the first winner, second and third winner in 2009, 2010, and 2011 in the category of financial performance with a very great predicate. Then, the first ranked the best BPR BKK throughout Central Java and the third best BPR throughout Indonesia in 2012.

According to preliminary interview with the head of Human Resources Department at the bank, the organizational achievement's that has been achieved is the result of hard work, skill and ability of employees in each field. As it is known that the employees are an important asset for the organization. The organizational success isn't separated from the success of its employees (Thomas *et al.*, 2005).

The Bank has a training and development programs. The activity of training and development programs such as outbound, career development education basic, intermediate and advanced, selling skills training, training strategies of bad credit, etc. The program aims to assist employees in improving work skills and achieving career success and has been conducted for many years by the bank. However, there are still obstacles in achieving the success of the employee is on promotion program.

This problem occurs because there is a lack awareness of employees to improve themselves in doing the job. Self-improvement can be done including by having a proactive personality. Proactive persons are more active and take action to change and influence their

environment (Major *et al.*, 2006). It means that an employee should be able to create relationships and have a good network activity with other colleagues so it can encourage the achievement of career success.

From the above explanation it is interesting to examine proactive personality and networking behaviors as predictor of career success on this research. In addition to makes the networking behaviors as a mediating variable for relationship between proactive personality and career success. So far, there is no research discussing about networking behaviors as mediating variable that influence proactive personality to career success.

LITERATURE REVIEW

A. Perceived Career Success

Career success is the positive psychological or work-related outcomes or perceived achievement one has accumulated as a result of one's work experiences (Judge *et al.*, 1999; Hennequin, 2007; Ballout, 2009; Haines *et al.*, 2014). The work outcomes that described as career success, divided into two categories namely objective (extrinsic) and subjective (intrinsic) career success (Kuijpers *et al.*, 2005; Bozionelos, 2007).

Objective career success refers to the external categories in a profession, which are comparable and more tangible indicators of person's career situation such as promotion and salary growth (Rasdi *et al.*, 2009; Stumpf, 2010; Tlais and Kauser, 2011). The subjective career success reflects as an individual's

perception of career experience, which is influenced by a person's own preferences for development, needs, values and career satisfaction on his/her career (Judge *et al.*, 1999; Rasdi *et al.*, 2009; Kern *et al.*, 2009).

B. Proactive Personality

Proactive personality is the personality that described individuals who obtain high scores and high levels of performance, compared with their counterparts, because they seek to actively customize their environment in a way that accentuates their strengths and enhances performance (Bateman and Crant, 1993; Grant and Ashford, 2008; Rodrigues and Rebelo, 2013). The proactive employee believe that they have the ability to influence changes in the environment (Li, Liang and Crant, 2010; Joo and Ready, 2012; Wu and Parker, 2013).

The key differentiating feature of proactive personality is an active rather than passive (reactive) approach toward work (Kim, Han and Crant, 2009). Passive people will fail to identify, let alone seize, opportunity to change, show little initiative (Bateman and Crant, 1993). Contrast with proactive people who scan for opportunities, show initiative, take action, and preserve until they reach closure by bringing change (Bateman and Crant, 1993; Trifeletti, 2009).

C. Networking Behavior

Networking is an individual level phenomenon's that focused on behaviors (Woll and Kim, 2012). Behaviors such as exchanging information and ideas, participating in professional

associations, alumni groups, volunteering for organizational task forces, and engaging in community initiatives are representative of various types of networking behaviors (Forret and Dougherty, 2001; McCallum *et al.*, 2014). Networking is important because it help people to analyze their situation and to anticipating conflicts that can occur in an interaction (Kim, 2013).

Internal networking consist of members of an individual's organization that he or she has developed relationships with such as peers, managers, direct reports, and staff members. These contacts provide information and advice on issues such as organization's culture, how to get work accomplished effectively, and internal job opportunities, along with providing potential sponsorship and support within the organization (Park and Yadong, 2001; McCallum *et al.*, 2014).

External networking consists of an individual's outside-work friends, clients, suppliers, members of professional associations, or members of one's local community. These contacts can offer neopportunity, complex challenge, provide new knowledge and their values on the job market (McCallum *et al.*, 2014; Gathungu *et al.*, 2014).

D. Hypothesis

1. Proactive Personality and Career Success

The interactionist perspective explains that proactive personality has attention to the complex process whereby individuals select, interpret and change situation would be related to career success (Seibert *et al.*, 1999).

Ballout (2007) argued that proactive personality receives greater career outcomes and more effective in shaping their own work environment than less proactive individuals. Proactive personality relates to favorable individual and organizational outcome including employee performance, career success, also employee behavior and job attitude (Seibert *et al.*, 2001; Gary and James, 2010).

The previous research found that proactive personality positively related with career success. Proactive personality is positively related to objective career success such as salary growth, number of promotion (Seibert *et al.*, 1999). It also has a positive relation with subjective career success such as job satisfactions, sponsorship (Seibert *et al.*, 2001; Ng *et al.*, 2005).

Proactive individual will more identifying improvement opportunities and challenging. These transform by have a high innovation, socialization, and clearly career management. Proactive people with seek new opportunities they be an active to looking for new job information, career support, organizational information and persisting in the face career obstacle. Seibert *et al.*, (1999) describe that more proactive improve their skill, ability and needed to future promotions.

Proactive people can adapt to the changes that occur in the organization and create conditions conducive to working with others. This is related with career satisfaction because career satisfaction may be partly determined by one or more enduring characteristics of people (Li, Liang and Crant, 2010). The

level of career satisfaction relatively changes with the time and that proactive people can control it. So, more proactive people will be more satisfied with their job.

H1. Proactive personality is positively related to perceived career success

2. Proactive Personality and Networking Behavior

According to Hammerstein (2006), employees proactively create relationships both within and outside the organizational area. Proactive people will be more active to provide information, more proficient in speaking. This benefits someone in cooperation with other parties or clients. Then they are will always create and maintain relationships with others.

Proactive people are described as person who can adapt to the environment both inside and outside the organization. They even believe that they themselves can influence and control the environment. Proactive individuals seek to create a social environment that will make them more successful in their change efforts so they establish connections with others (Slatten *et al.*, 2013).

Proactive personality has been found positively associated with network (Vandenberghe and Ok, 2013). Individual proactive who high initiative in pursuing personal and organizational goal, actively adapting to new environment, solving problem and building social network (Grant and Ashford, 2008).

H2a. Proactive personality is positively related to internal networking

H2b. Proactive personality is positively related to external networking

3. Networking Behavior and Perceived Career Success

Theories on boundaryless and protean career suggest that interpersonal relations are an effective way to self-manage careers and explain how relationship at work impact individual careers (Wolff and Kim, 2012). The behavioral approach assumes that individual who use networking as their behavioral strategy will achieve career success (Bozionelos, 2007). Networking behaviors help individuals find new jobs, predict job performance, and are related to compensation, promotions and career satisfaction (Bozionelos, 2007; McCallum *et al.*, 2014).

The research about relationship between networking behaviors and career success found that networking behaviors related to career success such as salary, promotion (Michael and Yukl, 1993; Bozionelos, 2003; Forret and Dougherty, 2004). External networking has been found positively related to objective career success than internal networking (McCallum, 2008; Vandenberghe and Ok, 2013). Internal networking positively related to job satisfaction (McCallum, 2008).

Relationship enables people involving to exchange information, resources and opportunities. This activity facilitates a person in his career mobility within and outside the

organization in terms of salary increment and promotion (Rasdi *et al.*, 2011; Forret and Dougherty, 2004). By having relationships within organization, individuals can establish relationships with other people who have been influential in their careers. The more developmental relationships a person has, the more satisfied that person will be with his or her work. Career progression can also be supported by individuals outside the organization. Based on McCallum (2008), the career history and progress of external contacts may act as benchmarks against which a person can gauge his or her career progression and, in turn, degree of career satisfaction.

H3a. Internal networking behavior is positively related to perceived career success

H3b. External networking behavior is positively related to perceived career success

4. The mediating role of networking behaviors between proactive personality and career success

In this study, the internal and external networking behavior were used to explain the possible link between proactive personality and career success. Networking behaviors is the building and nurturing of personal and professional relationships to create a system of information, contact, and support and altogether this is thought to be crucial for career and personal success (Emmerik *et al.*, 2006).

Personal career success emphasizes proactiveness on the part of employees to develop their career

through such means as making contact with others to obtain the necessary resources or development experiences (Forret and Dougherty, 2001). It needs to take more an interpersonal relationship on the proactive ones in order to achieve career success. Engaging in networking behaviors is one method that helped to achieve career success by individual proactive (Forret and Dougherty, 2001).

A proactive individual reflects an active orientation toward the work environment by improving work processes, updating their skill, looking for a new idea and information regarding their work (Li, Liang & Crant, 2010; Vandenberghe and Ok, 2013). It transform with the behavior of individual seek to create the relationship with people inside and outside their organization who have the potential to assist in their career success.

It seems reasonable, therefore, to expect the positive relationship between proactive personality and career success by mediating role of internal and external networking behaviors. So, it can hypothesize as:

H4a. Internal networking mediates the relationship between proactive personality and perceived career success

H4b. External networking mediates the relationship between proactive personality and perceived career success

RESEARCH METHODS

Data collection methods in this research use questionnaire. According Sugiyono (2010), the questionnaire is the

technique of data collection is done by giving a set of questions or a written statement to the respondent to answer. The questionnaire (questionnaire) used in this study so that researchers can make direct contact with the respondent that the data obtained more quickly and objectively.

Perceived career success measure by four item from the Forret, and Dougherty, (2001): ‘How successful has your career been?’ ‘Compare to your co-workers, how successful is your career?’ ‘How successful do your “significant others” feel your career has been?’ ‘Given your age, do you think your career is “on schedule” or ahead or behind schedule?’.

Proactive personality will be assesses with a shortened version of Bateman and Crant’s (1993) 17- item Proactive Personality Scale (PPS). The shortened version of the scale consists of 10-items which the highest average factor of PPS. For example is “I’m constantly in the lookout for a new way to improve my life”.

The Michael and Yukl (1993) scale uses to examine networking behaviors focused within and outside organization. The scale is comprised of 11 item measuring internal networking behaviors and 8 items measuring external networking behavior. For examples are “Congratulate someone about promotion, award or special achievement”. “Meet the clients to discover how satisfy their needs”.

RESULTS

Based on the results of multiple regression analysis: 1) proactive personality ($\beta = 0.154$; $p < 0.05$), internal networking ($\beta = 0.161$; $p < 0.05$) as well as external networking ($\beta = 0.125$; $p < 0.05$) has a positive and significant influence on perceived career success. So, hypothesis 1, 3a and 3b is supported. 2) proactive personality has a positive and significant influence on internal networking ($\beta = 0.263$; $p < 0.05$). Hence, H2a is supported. 3) proactive personality has a positive and significant influence on external networking ($\beta = 0.311$; $p < 0.05$). So, H2b is supported. 3) Based on the regression results of mediating variable uses causal step method, it known that the coefficient regression of proactive personality variable on perceived career success variable (X on Y) has decreased, but it still significant after entering the internal networking (M_1) and external networking (M_2) as the mediator variables into the regression model. This result shows that internal networking (M_1) as well as external networking (M_2) has a partial mediation on the causal relationship between proactive personality and perceived career success

DISCUSSION

The influence of proactive personality on perceived career success

This research shows proactive personality has positive influence on perceived career success for employees in PD BPR BKK Purbalingga. This result also proves that those employees in the organization have proactive personality. They are constantly to looking for a new way to improve their

life. They always look for a better ways to do anything to finish their work. The employee has a high level of self-confidence to make what they wants happen, no matter what the barriers. As well as the research regarding proactive personality by Bateman and Crant (1993), who said that proactive people would take more action and actively to do something, more initiative, creating an opportunity for themselves.

As an individual proactive, they have an ability to manage their owned career. It is because they believe with their skills and abilities in the work and push themselves to reach achievement. This is relevant with the behavioral approach that assuming individuals should take a proactive role as a behavioral strategy in managing their own careers and pursue career strategies that are congruent with the context organizational career system (Ballout, 2007).

Employee who has a proactive personality would achieve perceived career success than the passive people. Research conducted by Bateman and Crant (1993) noted that the proactive personality which contributes the career success, among others are as career satisfaction, number of promotion, and salary. This is consistent with the finding of previous study conducted by Seibert *et al.*, (2001) which proved that proactive personality positively related to objective career success, among others, are salary growth, number of promotion, and it has a positive relation with subjective career success such as job satisfactions and sponsorship.

The influence of proactive personality on networking behavior

This research shows that proactive personality has positive influence on internal networking behavior for employee working for PD BPR BKK Purbalingga. Proactive people seek to create relationship and joint group with people in their environment. They are active in the conversation or discussion with other people. Wherever they have been, they would be powerful forces for constructive changes. This is relevant with Grant and Ashford (2008), who stated that proactive individuals have high initiative in pursuing personal and organizational goal, actively adapting to new environment, solving problem and building social network.

As Bateman and Crant (1993) stated that proactive personality is one who is unconstrained by situational forces and who shapes their environment. It means that they believe to have an ability to create an environment, so that they would more adaptive with their environment than passive people. By these characteristic, they would be more active to provide information, more proficient in speaking to reach they wants. This benefits someone in cooperation with people in organization such as manager, staff, or peer. They also give advantage to have a good relationship with people outside organization such as clients, friend outside-work and they seek to join the community or parties. This evidence supports the opinion of Vandenberghe and Ok (2013) which stated that proactive personality has been found positively associated with network.

It is proven by the employee working for PD BPR BKK Purbalingga. As the

proactive individuals, they have an ability to create a good and large relationship with people inside and outside the organization. Supported by the finding of Hammerstein (2006), that proactive employees can create relationship with people within and outside the organization. The more proactive employees, the more internal and external networking behavior they have.

The influence of networking behavior on perceived career success

This research shows that internal and external networking behaviors have positive influence on perceived career success for employee working for PD BPR BKK Purbalingga. This result also proves that employees working for PD BPR BKK Purbalingga have ability to create good relationship with people inside and outside the organization. It is relevant with McCallum (2008), who stated that the effective employees actively build cooperative with individuals within and outside their organization and beyond.

The activity related internal networking behavior of employee in PD BPR BKK Purbalingga, among others are attending the meetings, ceremonies, or social event in the organization, passing on useful information in organization and outside the branch office of organization. They voluntarily offer help solve the problems to others and help manager to gain approval for new project. Meanwhile, the activity related external networking behavior includes purbalingga region. Such as are met with clients to discover how satisfy their needs. Client itself comprises many aspects of the educational aspects such

as cooperation with schools throughout Purbalingga. Create collaboration with other institutions such as insurance offices, other banks in Purbalingga. Make a deal with customers both over the medium and lower level, such as local government officials, private workers, and the people in the villages. Socialize with externals, call or visit with external whose care provides information, and attend parties or social events with externals.

The employees' activity above is important to do because it would give the benefit and could fulfill their utility to career outcome, especially career success. It is supported with the finding research of McCallum *et al.*, (2014) that individuals who participate in networking behavior with people in inside as well as the outside organization would fulfill the needs such as promotion, salary and career satisfaction. This is also consistent with Forret and Dougherty (2004) who said that more diverse network of contacts can extend one's reach into different social circles and enhance the opportunity to reach career success. So, if the employees in an organization wants to achieve career success, they have to create some networking within and outside organization.

The mediating role of networking behaviors between proactive personality and perceived career success

This research shows that internal and external networking behavior, partially, have significant mediating the relationship between proactive personality and perceived career success.

It suggests that both internal and external networking behavior play an important role between proactive personality and perceived career success. It is relevant with Emmerik *et al.*, (2006), who stated that Networking behaviors is the building and nurturing of personal and professional relationships to create a system of information, contact, and support and, altogether, this is thought to be crucial for career and personal success.

It is proven by employees working for the PD BPR BKK Purbalingga who achieve perceived career success. The employees can manage their own career by becoming individuals proactive, so that they can achieve perceived career success. This is because the employees have a good and maintain their internal and external networking behavior. Proactive individuals are active to improve skill, looking for new idea and knowledge that transform to create the relationship with people within and outside organization who have potential to assist their career success ((Li, Liang & Crant, 2010; Vandenberghe and Ok, 2013).

CONCLUSION

1. Proactive personality has positive influence on perceived career success. It means that the more employee as individual to be proactive, the high level of perceived career success they achieved.
2. Proactive personality has positive influence on internal and external networking. It means that the more employee as individual proactive, the good and large internal and

external networking behavior he or she has.

3. Internal as well as external networking has positive influence on perceived career success. It means that the good and large internal and external networking they have, the high level of perceived career success they achieved.
4. The influence of internal as well as external networking partially mediates the relationship between proactive personality and perceived career success. It means that proactive personality can enhance perceived career success by internal and external networking behavior.
5. Based on the result that all hypotheses are accepted, so it can be concluded that there is no turnover intention on these organization. It is because the employee is an individual proactive. In addition, the employee has a strong relationship with people inside and outside organization. Therefore, they are has been achieved perceived career success.
6. Demographics factors are employees' tenure and educational level have a role on the perceived career success and internal networking at PD. BPR BKK in Purbalingga.

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