

The Influence of Perceived Organizational Support on Subjective Career Success with Career Adaptability as a Mediating Variable on Employees of The Finance Department and Human Resources Department of PT. Semen Padang

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Abstract. *The significance of organizational support in influencing employees' subjective career success and the potential for career adaptability to reinforce this relationship form the foundation of this study. The Partial Least Square–Structural Equation Modeling (PLS-SEM) methodology, which is based on the grand theory of work Construction Theory (CCT), is a quantitative research method that highlights the significance of an individual's capacity to adjust to the demands of their work. Using a complete sampling technique, nine employees made up the sample for this study. Questionnaires containing measures of perceived organizational support, career adaptability, and subjective career success factors that have been validated and re-tested were distributed in order to collect data. The study's findings suggest that subjective career success is positively and significantly impacted by perceived organizational support. Furthermore, career adaptability has a good and large impact on subjective career success, and perceived organizational support has a favorable and significant impact on career adaptability as well. Additionally, the mediation test results demonstrate that the relationship between perceived organizational support and subjective career success might be considerably mediated by career adaptability.*

Keywords: Subjective Career Success, Perceived Organizational Support, Career Adapatability

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INTRODUCTION

A key component of any business is human resource management, which seeks to maximize employee potential in order to accomplish organizational objectives (Schuler & Jackson, 2014). Organizations must prioritize employee growth and well-being in addition to meeting company goals in the face of escalating business competition. According to research by Erogluer et al. (2020), since employees are the organization's employees, their professional performance also affects organizational success.

Because an employee's personal success can influence the success of the firm, professional success is a concern for both individuals and organizations, according to Ng et al. (2005). According to Takawira (2020), professional success is the accumulation of favorable work-related results and accomplishments that arise from an individual's experiences during their working life. Since job success is the key to motivation, performance, self-esteem, and life satisfaction, it is important for both individuals and organizations (Steindórsdóttir et al., 2024).

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The operational definition of subjective career success, according to Wickramaratne (2021), is the degree to which people feel that their professional advancement aligns with their objectives, values, and preferences. Subjective job success, also known as career happiness, is linked to an individual's self-evaluation of their professional accomplishments, according to Sultana et al. (2016). Subjective career success, according to Wickramaratne (2021), encompasses people's subjective evaluations of their professional accomplishments, including job and career happiness.

Wickramaratne (2021) said that, perceived organizational support is another element that might improve subjective career success, a problem in human resource management. Takawira (2020) asserts that perceived organizational support establishes the frameworks and support systems that allow people to pursue a variety of career options and professional growth chances. Subjective professional success and perceived organizational support may not, however, necessarily have a direct correlation. Career flexibility is a variable that may serve as a mediator in this relationship.

According to Ocampo et al. (2018), employees' motivation and ability to adjust to changes in job roles, tasks, and the work environment are strengthened when they generally believe that their organization values them. This means that perceived organizational support indirectly influences career success through career adaptability. Ibrahim & Amari (2018) claim that career adaptability has a beneficial effect on subjective career success, which is the outcome of career adaptability. As a result, perceived organizational support and subjective career success are mediated by career adaptability.

Employees choose to work at PT Semen Padang's finance and human resources departments for a number of reasons. First, because of the industry's dynamic nature which includes quick changes in regulations and technical advancements finance department employees frequently deal with high levels of job expectations and stress (Chen et al., 2021). For these workers to successfully manage stress and advance in their careers, perceived organizational support and career flexibility are essential. Rudolph et al. (2018) state that in order to successfully manage organizational change, human resources departments must possess a high degree of career adaptability.

In order to fulfill their responsibility of creating a positive work atmosphere for others, they must also feel that the organization is supporting them enough to sustain their own professional success and fulfillment. Second, because they oversee vital resources like financial assets and human resources, finance and financial departments are essential to the success of a business, claim Hirschi et al. (2018). To do their jobs well and attain subjective career success, employees in these departments need high levels of perceived organizational support and career adaptability. According to Andriany et al.'s research from 2023, this can be used as a guide by researchers in the future who want to look more closely at subjective career success, particularly if they study it in different fields.

According to Erogluer et al. (2020), one significant drawback for the authors is that this study was limited to academic settings. In a similar vein, a university of science and technology also hosted the study by Schünemann et al. (2019). Therefore, applying the findings to other areas may yield different conclusions. This supports the author's goal of investigating employees' subjective career achievement in PT Semen Padang's finance and human resources departments. Given the above-mentioned background, phenomena, and research gaps, the author is eager to investigate "The Effect of Perceived Organizational Support on Subjective Career Success, with Career Adaptability as a Mediating Variable, among employees in the Finance and Human Resources Departments of PT Semen Padang."

LITERATURE REVIEW

Career Construction Theory (CCT)

Career building theory examines how people use social constructionism and personal constructivism to build their careers (Savickas, 2013). According to this idea, although people create representations of reality, they do not create reality itself. Moreover, this theory takes a contextualist stance when discussing professions, considering that environmental adaptation, not the maturation of internal structures, is what drives progress. According to Ocampo et al. (2018), career formation theory also states that career success is influenced by one's capacity to adjust to shifting work situations.

As people take on different employment tasks at different stages of their professional growth, they gain a variety of knowledge, skills, and training that are essential for career progression. Employee motivation for professional success may be impacted by their shifting occupational interests in response to the evolving nature of their work, as they are likely to face a variety of career chances throughout their development. Career adaptability does, in fact, constitute a type of human capital since it preserves a person's outlook and preparedness to handle changes in their workplace.

Career Success Subjectively

The degree to which people feel that their job advancement aligns with their objectives, values, and preferences is the operational definition of subjective career success, according to Wickramaratne (2021). Subjective job success, which is also known as career happiness, is related to an individual's self-evaluation of their professional accomplishments, according to Sultana et al. (2016). In other words, Wickramaratne (2021) claims that it reflects a person's subjective evaluation of their professional accomplishments, including job and career happiness.

Linz (2003) asserted that as subjective job success has been highlighted as having consequences for psychological health and work-life balance, it is crucial to look into it. Eight indicators authenticity, influence, growth and development, meaningful work, personal life, quality work, recognition, and satisfaction are used to gauge subjective professional success, according to Shockley et al. (2016).

The organizational support that employees perceive, or feel, is one of the elements that might raise subjective career success and become a problem in human resource management (Shanock et al., 2019; Kurtessis et al., 2017). Takawira (2020) asserts that perceived organizational support establishes the frameworks and support systems that allow people to pursue a variety of career options and possibilities for professional growth.

Subjective career success is significantly impacted by an organization's provision of mentorship programs and organizational resources, claim Andriany et al. (2023). As a result, career satisfaction greatly depends on the nature of the interaction between supervisors and employees. Supervisors that value their employees' efforts will help them feel successful in their jobs, claim Andriany et al. (2023). Based on data from the literature, the following hypothesis aims to ascertain how perceived organizational support and subjective career success are related: Subjective career success and the variable perceived organizational support are significantly correlated.

Perceived Assistance from the Organization

Andriany et al. (2023) define organizational support as the degree to which a company is concerned about the welfare of its members, hears grievances, and helps staff members when they run into issues. According to Ibrahim & Amari (2018), perceived organizational support relates to how people assess the help offered by their professional network and is defined as the support they receive from both bosses and coworkers. Andriany et al. (2023) state that an organization's support for its workers can consist of both material components like pay, bonuses,

and prizes as well as intangible components like autonomy, job stability, fairness, respect, and appreciation.

Perceived organizational support is a valuable resource in the workplace, claim Zhang et al. (2023). It can lower people's psychological and physical expenses, promote their learning, growth, and development, and boost their level of involvement at work. Rhoades & Eisenberger (2002) state that three indicators fairness, supervisor support, and organizational reward and job condition can be used to gauge how supportive a company is viewed.

Effective social support at work aids people in reaching their career goals and preparing for the future, claim Ibrahim & Amari (2018). Employee autonomy (control) in decision-making is also made possible by this social support. Last but not least, this kind of assistance enables workers to overcome challenges (confidence) and think about potential career-related possibilities (curiosity).

Perceived organizational support helps people develop the competences and skills that improve their flexibility, claim Ocampo et al. (2018). Ocampo et al. (2018) also demonstrated that because perceived organizational support encourages and facilitates the development of more adaptable methods by employees, it has a positive relationship with career adaptability. Based on data from the literature, the following hypothesis aims to ascertain how perceived organizational support and career adaptability are related: Career flexibility and the variable perceived organizational support are significantly correlated.

Adaptability in the workplace

Takawira (2020) asserts that career flexibility is a skill required to engage with and contribute to the modern workplace. Al-Ghazali (2020) asserts that job engagement can be favorably and significantly correlated with professional flexibility, which is a collection of personal resources that includes self-assurance, compassion, curiosity, and control. professional adaptability is a transactional capability at the person-environment intersection, according to Zacher (2014). It should assist employees in effectively managing their professional development and adjustment, which will increase their subjective career success.

Al-Ghazali (2020) asserts that career flexibility fosters subjective career success by having a significant social impact on job engagement. Ibrahim & Amari (2018) state that four indicators concern, control, curiosity, and confidence are used to gauge career flexibility. professional adaptability, a transactional capability at the person-environment intersection, should assist individuals in effectively managing their professional development and adjustment, hence improving subjective career success, claims Zacher (2014).

Career flexibility has a significant social impact on job engagement and, thus, fosters subjective career success, claims Al-Ghazali (2020). Based on data from the literature, the following hypothesis aims to ascertain how professional adaptability and subjective career success are related: Subjective professional success and the variable career flexibility are significantly correlated.

Subjective professional success and perceived organizational support do not necessarily have a direct correlation. Career flexibility is one factor that may act as a mediator in this relationship. Ocampo et al. (2018) claim that because employees' overall perception of their organization's value for them boosts their motivation and ability to adjust to changes in job roles, tasks, and task environments, perceived organizational support indirectly affects career success through career adaptability. Ibrahim and Amari (2018) assert that career flexibility positively affects subjective professional success, which is seen as a consequence of career adaptability.

Consequently, career adaptability plays a mediating role between perceived organizational support and subjective career success. Since it is considered that subjective career success will also be effective in the relationship between perceived organizational support and subjective career success, the hypothesis for this relationship is: Career adaptability variable

plays a mediating role in the relation ship between perceived organizational support and intention to remain.

METHODS

This study employed a quantitative approach using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. PLS-SEM was chosen based on its predictive research objectives, its involvement of latent constructs with multiple indicators, and its ability to produce stable estimates even when the data is not fully normally distributed. Furthermore, PLS-SEM was deemed more appropriate than covariance-based SEM because this study focused on developing a conceptual model and testing relationships between variables, rather than solely confirming a theoretical model. The study population consisted of all 90 employees in the Finance Department and Human Resources Department of PT Semen Padang. The sampling technique used was a census (saturated sample), involving all members of the population as respondents. This technique was chosen to minimize potential sampling bias and ensure all population characteristics were represented. However, the researchers also acknowledged the limitations of using a census: the results only reflect the conditions of the organization studied and cannot be directly generalized to other organizations. The data collection process was carried out by distributing questionnaires in two formats: online and offline. The questions in both questionnaire formats were structured identically to maintain consistency of instrument content. The online questionnaire used a control system to prevent duplication, while the offline questionnaire was manually checked to ensure there were no duplicate responses. Before full use, the questionnaire underwent a pilot test on a number of respondents with similar characteristics to ensure question clarity and instrument readability. Subsequently, initial validity and reliability testing, including confirmatory factor analysis, Cronbach's alpha, and composite reliability, was conducted to ensure the instrument had a strong methodological foundation. The data analysis stages in PLS-SEM were conducted systematically using SmartPLS software. The analysis began with an evaluation of the measurement model to assess convergent validity, discriminant validity, and construct reliability. The next stage was an evaluation of the structural model, which included testing the R^2 , f^2 , Q^2 values, and path significance tests. A bootstrapping procedure was then performed to ensure statistical power and assess the level of significance of relationships between variables. This sequence of analyses provides readers with a comprehensive overview of the model evaluation process before viewing the presented research results. Ethical considerations were also taken into account in this study. Respondent participation was entirely voluntary, with informed consent explained at the beginning of the questionnaire. Respondent identities were kept confidential through the use of an anonymizer, and no personal information was recorded. Data was used solely for academic research purposes and was not shared with any other parties. Furthermore, this study obtained official permission from company management prior to data collection, ensuring that the research process was conducted while respecting the principles of confidentiality and respondent comfort.

RESULTS AND DISCUSSION

Descriptive and inferential analysis are the data analysis methods employed in this study. A technique for analyzing data that explains the gathered information without making broad generalizations is called descriptive analysis. The present study employed SmartPLS software to measure inferential statistical data analysis in line with the specified hypothesis, beginning with the measurement model (outer model), followed by the structural model (inner model), and hypothesis testing.

Analyzing Descriptively

A technique for analyzing data that explains the gathered information without making broad generalizations is called descriptive analysis. in line with the hypothesis that was developed. The outcomes of the descriptive analysis are as follows:

An Explanation of the Characteristics of the Respondent

Ninety Padang State University final-year students participated in this study. In terms of gender, women made up the majority of responders 54.4%, or 49 people while men made up 45.6%, or 41 persons. According to age, 29 respondents, or 32.2% of the total respondents, were between the ages of 35 and 44. In terms of educational background, the majority of respondents in this study 52 students, or 57.8% of the total respondents had undergraduate degrees. The majority of respondents in this study 29 respondents, or 32.2% of the total respondents were employees who had worked for the organization for at least 15 years.

Description of Research Variable Frequency

Three primary research factors are examined in this study: career adaptability, subjective career success, and perceived organizational support. The following description is based on all 90 workers of PT. Semen Padang who completed the questionnaire (60 from the Finance Department and 30 from the Human Resources Department).

Subjective Achievement in the Workplace

With a Total Cumulative Response (TCR) of 85.19% and an average response score of 4.26, the eight indicators' values fall into the very high range. In terms of authenticity, influence, growth and development, meaningful work, personal life, job quality, recognition, and satisfaction, this shows that respondents have a high degree of subjective career success. These factors are regarded as really strong, but they are still not at their best and can be enhanced.

Perceived Assistance from the Organization

With a Total Cumulative Response (TCR) of 82.96% and an average response score of 4.15, the three indicators fall into the very strong category. Employees in PT. Semen Padang's finance and human resources departments have a high degree of perceived organizational support, as evidenced by the constant Strong scores given to each item. This demonstrates that respondents thought highly of the organizational support they received, which helped to improve the perception of organizational support overall. This included fairness, excellent support, organizational rewards, and working conditions. This still has to be changed, though, as it is not ideal.

Adaptability in the Workplace

With a Total Cumulative Response (TCR) of 86.17% and an average response score of 4.31, the four indicators' values fall into the extremely High category. Overall, the professional adaptability variable is seen as very strong, although it is still not at its best and may be improved. This shows that respondents have a high degree of career adaptability in terms of attention, control, curiosity, and self-confidence. The descriptive analysis results indicate that respondents' achievement levels (TCR) for the variables of perceived organizational support, career adaptability, and subjective career success ranged from high to very high (above 80%). However, interpreting these achievements is not sufficient simply by labeling them "very strong" or "very high" but needs to be linked to practical implications in the field. For example, a TCR for subjective career success of 85.19% indicates that most employees are quite satisfied with their career development. However, approximately 15% of aspects remain unfulfilled. This signals to management the need to identify areas for improvement, such as career planning, the provision of relevant training, and appropriate rewards. Therefore, descriptive findings go beyond statistical figures and can be translated into concrete recommendations for the organization.

Inferential Analysis

Following data collection, the research data was processed using SmartPLS software, beginning with hypothesis testing, the measurement model (outer model), and the structural model (inner model). According to Hair & Alamer (2022), PLS-SEM can be a good substitute that gets over the typical sample size restrictions, which is why SmartPLS is used in research. In

particular, it is anticipated that users can utilize sample sizes of roughly 69 to 100 to generate significant findings ($p < .05$) for path coefficients ranging from .21 to .30, however larger sample sizes are typically recommended. The outcomes of the inferential analysis are as follows:

Model of Measurement (Outer Model)

Initial Outer Loading

Every instrument for every variable in this study should have an outer loading value greater than 0.7 in order to satisfy the convergent validity criteria, according to the original model image and the analysis results in the table above. However, because their outer loading levels were either less than 0.7 or less than 0.6, three indications or questions—x3, y6, and y7—did not match this criterion. As a result, the researcher had to remove the indicators and re-estimate the model in order to reevaluate their validity.

Outer Loading (Final)

Table 1. Outer Loading Final

	Perceived Organizational Support (X)	Subjective Career Success (Y)	Career Adaptability (Z)
x ¹	0.786		
x ²	0.816		
y ¹		0.862	
y ²		0.790	
y ³		0.823	
y ⁴		0.733	
y ⁵		0.704	
y ⁸		0.821	
z ¹			0.806
z ²			0.877
z ³			0.739
z ⁴			0.858

Based on the results of the outer loading test presented in the table above, it can be seen that all indicators in each variable have loading factor values that exceed 0.7 or 0.6.

Table 2. Average Variance Extracted (AVE), Cronbach's Alpha and Composite Reliability

	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Perceived Organizational Support (X)	0.659	0.622	0.794
Subjective Career Success (Y)	0.640	0.875	0.914
Career Adaptability (Z)	0.676	0.840	0.892

Based on the table above, it can be seen that all Average Variance Extracted (AVE) values have values above 0.5. This shows that the constructs in the model have good convergent validity and are acceptable.

Reliability Test

Based on the table above, it can be seen that all Cronbach's Alpha and Composite Reliability values are > 0.7 . This indicates that the constructs in the model have good and acceptable convergent validity.

Structural Model (Inner Model)

Table 3. R-Square and R-Square Adjusted

	R-Square	R-Square Adjusted
Subjective Career Success (Y)	0.556	0.546
Career Adaptability (Z)	0.310	0.303

Furthermore, the inferential analysis results show that the R^2 value for subjective career success is 0.556, while for career adaptability it is 0.310. These figures indicate that the research model is able to explain 55.6% of the variation in subjective career success and 31% of the variation in career adaptability. In the context of social science research, this value can be categorized as moderate to strong. However, these findings also indicate that 44.4% of the variance in subjective career success remains unexplained by the model. This opens the door to discussion about the potential role of other factors, such as leadership style, job design, or individual characteristics, in shaping career success. By acknowledging this limitation, the research can provide a foundation for further studies exploring other variables beyond the model tested. Subsequent testing revealed that the corrected R-square values for occupational adaptability and subjective career success were 0.303 and 0.546, respectively, indicating the durability of the study model following modifications. Therefore, it can be said that, for employees of PT. Semen Padang's Finance and Human Resources departments, perceived organizational support is crucial in promoting career flexibility and raising subjective career success.

Direct Effect Hypothesis

Table 4. Output Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
x -> y	0.240	0.244	0.099	2.432	0.015
x -> z	0.521	0.544	0.071	7.336	0.000
z -> y	0.592	0.597	0.098	6.047	0.000

The findings are as follows:

H1: Perceived Organizational Support -> Subjective Career Success

T-statistic = 2.432 (<1.96), p values = 0.015 -> Significant. H1 accepted

H2: Perceived Organizational Support -> Career Adaptability

T-statistic = 7.336 (<1.96), p values = 0.000 -> Significant. H2 accepted

H3: Career Adaptability -> Subjective Career Success

T-statistic = 6.047 (<1.96), p values = 0.000 -> Significant. H3 accepted

Hypothesis testing yielded interesting results. Career adaptability was shown to have a stronger influence on subjective career success ($\beta = 0.597$, $p < 0.000$) than perceived organizational support ($\beta = 0.244$, $p = 0.015$). This finding confirms that an individual's ability to adapt, plan, and manage their own career plays a more direct role than structural support from the organization. In other words, career adaptability can be viewed as a proximal factor determining career success, while organizational support functions more as a supporting factor.

Mediation Analysis

Table 5. Output Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
x -> z -> y	0.308	0.324	0.065	4.725	0.000

The findings are as follows:

H4: Perceived Organizational Support -> Career Adaptability -> Subjective Career Success

T-statistic = 4.725(<1.96), p values = 0.000 -> Significant. H4 accepted

Furthermore, the results of the mediation test indicate that career adaptability plays a significant role in bridging the relationship between organizational support and subjective career success. The practical implication of this finding is that organizations need not simply provide support in the form of policies or facilities; they also need to ensure that such support contributes to the development of employees' adaptive abilities. Training, coaching, and mentoring programs can be relevant strategies to strengthen adaptability, enabling employees to achieve more optimal career success.

"Perceived organizational support has a positive effect on subjective career success," according to the first hypothesis (H1), which is accepted. According to these results, workers are more likely to experience job satisfaction, recognition, and a sense of accomplishment when they believe that the company values, supports, and acknowledges their contributions. Based on the notion of perceived organizational support, which holds that workers form broad expectations regarding how the company will evaluate their contributions and overall well-being, Abuzaid (2023) claims. Thus, how people believe that the organization values their efforts, contributions, and well-being can be explained by perceived organizational support. Abuzaid (2023) asserts that organizational support is essential to employee motivation and growth and plays a major role in achieving corporate objectives. Organizations may create a positive work environment that improves employee performance and successfully supports the accomplishment of corporate objectives by providing necessary resources and support.

Career support (the degree to which employees receive assistance from senior level employees who help improve their careers), supervisor support, training and skill development opportunities, and organizational resources are all included in this organizational support, according to Ng et al. (2005). According to the aforementioned, organizational assistance encompasses the degree to which the company can assist its workers in advancing their careers. It is agreed upon that "perceived organizational support has a positive effect on career adaptability," according to the second hypothesis (H2). According to this research, workers will be more self-assured, in charge, concerned, and curious when navigating career dynamics if they believe that the company supports them with care, recognition, and suitable facilities. Ibrahim & Amari (2018) state that the findings of the hypothesis test about the beneficial influence of perceived organizational support are consistent with the body of research demonstrating the beneficial influence of perceived organizational support on career adaptability.

Effective social support at work aids employees in reaching their career goals and preparing for the future, according to Ibrahim & Amari (2018). Employee autonomy (control) in decision-making is also made possible by this social support. Last but not least, this kind of assistance enables workers to overcome challenges (confidence) and think about potential career-related possibilities (curiosity). Perceived organizational support helps people develop the competences and skills that improve their flexibility, claim Ocampo et al. (2018). It is a useful tool associated with successful professional outcomes. It describes the degree to which workers feel their company appreciates their work and cares about their welfare. Perceived organizational support, for instance, might assist staff members in efficiently preparing for and

adjusting to changes in the workplace. Ocampo et al. (2018) claim that because perceived organizational support encourages and facilitates the development of more adaptable methods by employees, it has a favorable relationship with career adaptability.

It is agreed upon that "career adaptability has a positive effect on subjective career success," according to the third hypothesis (H3). This demonstrates that people with strong career adaptability which is defined by their capacity for foreseeing the future (concern), sense of control (control), curiosity, and confidence will more readily attain job satisfaction, recognition, personal development, and high-caliber employment. Job adaptability positively affects subjective job success, claim Ibrahim & Amari (2018). According to Ibrahim & Amari (2018), workers who exhibit high levels of career adaptability also have more skills that allow them to adjust to the demands of their line of work in the future. In particular, in order to successfully solve problems and overcome hurdles, these personnel need to be better equipped to handle jobs and challenges in the future by investigating potential self and future scenarios and turning their aspirations into reality. Their professional achievement is subsequently enhanced by this. Ocampo et al. (2018) state that employees who are able to handle work-related issues and create a career vision exhibit greater levels of self-rated performance (subjective career success) and career happiness. According to Ocampo et al. (2018), professional success is influenced by one's capacity to adjust to shifting work situations. People gain a variety of skills, training, and information that are essential for career growth as they take on different professional positions at different stages of their career development.

The indirect effect is statistically significant, according to the final hypothesis. This indicates that perceived organizational support affects subjective career success through career adaptability in addition to directly influencing it. Thus, it is agreed that the relationship between subjective career success and perceived organizational support is mediated by career adaptability. This suggests that their capacity to adjust to careers including predicting change, seizing opportunities, managing career orientation, and boosting self-confidence increases with perceived organizational support. In the end, this more job flexibility will result in subjective career success, such as fulfillment, acknowledgment, and finding purpose in one's work. Because employees' overall perception that their organization values them boosts their motivation and ability to adjust to changes in work roles, tasks, and the work environment, perceived organizational support indirectly influences subjective career success through career adaptability, according to Ocampo et al. (2018). Employees that are more motivated and capable may be more inclined to develop attitudes, abilities, and behaviors that are relevant to their jobs, which will raise their chances of subjective career success.

Recognizing that career adaptability includes four signs (worry, confidence, control, and curiosity), Ibrahim & Amari (2018) claim that career adaptability has a favorable impact on subjective career success, which is thought to be a result of career adaptability. Additionally, Ibrahim & Amari (2018) showed that resources that facilitate career adaptability include supervisor and colleague support, which are two facets of perceived organizational support. Lastly, they underlined that subjective career success is encouraged by perceived organizational support. As a result, perceived organizational support and subjective career success are mediated by career adaptability. According to this theory, career adaptability is a collection of skills that will enable people who are supported by the board and hierarchy to succeed in changing work environments. However, due to the complexity of the idea of career adaptability, this influence is only partially present.

CONCLUSION

Subjective career success is positively and significantly impacted by perceived organizational support. This suggests that subjective career success can be directly raised by perceived organizational support. Career flexibility is positively and significantly impacted by perceived organizational support as well. This implies that an employee's career flexibility

increases with organizational support. Subjective professional success has been demonstrated to be positively and significantly impacted by career adaptability. This research demonstrates that an employee's odds of attaining subjective career success increase with their level of career adaptability. Lastly, the mediation test results show that the relationship between perceived organizational support and subjective career success is mediated by career adaptability. Therefore, it can be said that perceived organizational support increases employee career adaptability, which has both a direct and indirect impact

SUGGESTION

Several suggestions can be made in light of the research findings about the relationship between subjective career success and perceived organizational support, with career adaptability serving as a mediating variable. First and foremost, it is anticipated that the business, and specifically the Finance and Human Resources departments at PT. Semen Padang, will keep enhancing organizational support for workers, including fairness, supervisor support, and organizational reward and job conditions. Comparing this element to other characteristics like supervisor support and justice, it obtained a low TCR score of 81.56% in this study. This is significant because professional adaptability the ability to adjust to changes in one's job improves with perceived organizational support, which in turn raises subjective career success. Second, the organization must enhance professional adaptability traits like confidence, curiosity, control, and concern. This is especially true for the curiosity component, which had a low TCR score of 85.78% in this study when compared to other components like confidence, control, and concern. This is particularly significant since an employee's perceived subjective job success increases with their capacity to adjust to changes in their career.

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