




“Determinants of the Indonesian military’s career development: Mediating role of performance and moderating role of objectivity of organizational commitment”

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ARTICLE INFO	Slamet Riyanto, Abdul Rahman Lubis, Mukhlis Yunus and Permana Honneyta Lubis (2023). Determinants of the Indonesian military’s career development: Mediating role of performance and moderating role of objectivity of organizational commitment. <i>Problems and Perspectives in Management</i> , 21(3), 40-53. doi: 10.21511/ppm.21(3).2023.04
DOI	http://dx.doi.org/10.21511/ppm.21(3).2023.04
RELEASED ON	Monday, 10 July 2023
RECEIVED ON	Thursday, 16 March 2023
ACCEPTED ON	Friday, 16 June 2023
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

73



NUMBER OF FIGURES

5



NUMBER OF TABLES

5

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BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 16th of March, 2023

Accepted on: 16th of June, 2023

Published on: 10th of July, 2023

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Conflict of interest statement:

Author(s) reported no conflict of interest

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DETERMINANTS OF THE INDONESIAN MILITARY'S CAREER DEVELOPMENT: MEDIATING ROLE OF PERFORMANCE AND MODERATING ROLE OF OBJECTIVITY OF ORGANIZATIONAL COMMITMENT

Abstract

Career development is a vital aspect of improving work effectiveness and the best contribution of employees to the organization. This study aims to explore the determinants of career development of the Indonesian military. This quantitative study uses a questionnaire (in print and Google Forms) to collect data from 384 Indonesian National Armed Forces personnel at the Iskandar Muda Military Command, Banda Aceh, Indonesia. The participants were army soldiers with the rank levels of non-commissioned, first, and middle officers. Data were processed using the AMOS software and structural equation modeling (SEM) approach. The findings show that the three constructs (work motivation, physical fitness, and emotional intelligence) are relevant in predicting the performance and career development of the Indonesian military. Next, the objectivity of organizational commitment moderates the relationship between performance and career development. In addition, performance mediates the relationship between the three independent variables and career development. These findings imply that the Iskandar Muda military command is expected to be able to apply them in improving performance and career development under applicable procedures.

Keywords

career development, emotional intelligence, motivation, organizational commitment objectivity, performance, physical fitness

JEL Classification

O15, H11, M12

INTRODUCTION

One of the main issues in achieving organizational success is career development. Career development practices motivate personnel, overall performance, and organizational commitment. In addition, McDonald and Hite (2016) emphasized that improving individual and organizational performance is strongly influenced by different aspects of career development. In addition, these aspects also contribute to improving many things, namely

- quality of work experience;
- employee psychological contact; and
- job performance (Y. Lee & J. Lee, 2018; Moon & Choi, 2017).

Many determinant factors influence career development, especially in the Indonesian military. It has been claimed that performance, work motivation, emotional intelligence, and the objectivity of organiza-

tional commitment are the determining factors (Burns & Alexander, 2020; Nguyen et al., 2021). All of these variables have an impact on:

- a) increasing individual performance;
- b) increasing focus on the organization;
- c) achieving organizational goals; and
- d) achieving organizational performance (Joseph et al., 2015; Raj, 2021; Zea et al., 2023).

Physical fitness is another aspect that can affect the performance and career development of the Indonesian military. It is considered a healthy and strong state, a multifactorial concept that includes various components such as muscle strength, endurance, flexibility, body composition, and cardiorespiratory fitness (King et al., 2019). Fochesatto et al. (2023), Haverkamp et al. (2021), and Pezoa-Fuentes et al. (2023) have proven that these aspects affect work performance, academic achievement, and health. But in fact, few studies still analyze aspects of physical fitness in management. Physical fitness is an influential factor in achieving performance and career development for soldiers.

1. LITERATURE REVIEW AND HYPOTHESES

In achieving organizational goals, career development is a major component in organizational and individual activities consisting of developing capabilities, maintaining current skills, and preparing for future changes (Loyarte-Lopez et al., 2020). Career development is strategically managing employees to explore, plan, and create their future (Stambulova et al., 2021). In addition, it is also a means to assist organizations in utilizing the wealth of internal talents of employees by promoting their skills, experiences, and aspirations with organizational needs (Napitupulu et al., 2017).

Career development is a formal approach taken by the company to ensure that all members in the unit are with the right qualifications and abilities. Most organizations can use career development programs to help members plan their careers properly (Khan et al., 2015). Many reasons encourage organizations to invest in career development programs for their employees, namely

- a) improving team member performance;
- b) improving managerial performance;
- c) teaching corporate culture to employees;
- d) strengthening principle values; and

- e) boosting career improvement (Kaya & Ceylan, 2014; Litano & Major, 2016; Szabo-Balint, 2019).

Performance is often used to describe efficiency, effectiveness, and improvement. According to Osman et al. (2016), performance has been assessed and agreed upon by several business fundamentals concerning sales and revenue aspects only. However, in practice, non-financial indicators are also essential to consider. Satisfaction and motivation are the two aspects closely related to human resource management (Nilsen et al., 2019).

In addition, team member performance is defined as scaled actions, attitudes, and outcomes that contribute directly or indirectly to organizational goals (Huo & Jiang, 2023; Liu et al., 2023; Vu et al., 2022). Job performance is vital in industrial management and organizational behavior (Campbell & Wiernik, 2015). Performance can also be understood as team member behavior related to achievement with several evaluative components (Han et al., 2022; Lopez-Cabarcos et al., 2022).

Organizational commitment is generally understood as a psychological bond between employees and the organization that encourages these employees to remain with the organization (Meyer et al., 2002). In general, organizational commitment is an intense desire to become members of a particular organization, have loyalty, and be highly involved in organizational activities. Nguyen et al. (2021) explain that commitment is “the level

of trust and understanding of the organization's goals and a desire to remain in the organization." In other words, this aspect is an emotional connection between members and the organization and is the effect of similarities between individual goals and company values (Goetz & Wald, 2022).

Motivation is a valuable construct. Motevalli et al. (2020) state that motivation is a term within the scope of psychology that begins with the desire to do something and then tries to provide energy as an impetus to pursue that desire. In other words, experts have one voice; specific reasons that encourage someone to do something that turns out to be from the motivation itself (Brodka & Parikka, 2019; Brown, 2016). Furthermore, Forzon et al. (2021) define motivation as a form of willingness to direct all efforts in achieving organizational goals, which is strongly influenced by the ability of the business to satisfy several individual needs.

On the other hand, in the view of Reizer et al. (2019), motivation is a psychological process in different interpersonal interactions to fulfill human needs. This process generates an impulse (motive) in the form of a will to act through various decision-making activities. Academically, motivation is described as a series of modifying and directing human behavior into the desired activity (Tan & Rajah, 2019). Reeve (2018) supports this by mentioning motivation as a person's trigger to activate behavior, maintain behavior, and increase performance standards on a given task.

Physical fitness is always associated with the attributes a person has or wants to achieve about the ability to perform physical activity. These attributes are considered important indicators of health-related outcomes. Gu et al. (2016) define physical fitness as a measurable and integrated standard of four components, namely muscle fitness, cardiorespiratory fitness, ideal body composition, and flexibility.

In addition, in the military world, physical fitness is closely related to attributes that have a significant role. This is in line with Oderov et al. (2017), who state that optimal physical fitness is empirically proven to affect military performance, better health, and prevent or reduce injury and disability rates. The military greatly emphasizes developing

this aspect because military personnel's fitness is considered a battlefield force multiplier (Aandstad et al., 2020).

In its development, physical fitness became an important aspect of recruiting soldiers who entered military service (Knapik et al., 2018). The optimal level of physical fitness is significant for completing daily tasks and safe operations during military deployments in certain areas (Kyrolainen et al., 2018). This optimal level of physical fitness is required for every military personnel, especially in military operations on land, sea, and air (Edgar et al., 2020; Friedl et al., 2015).

Emotional intelligence is a relatively new construct compared to intelligence and personality (Miao et al., 2017). In addition, it consists of individual characters and abilities that fundamentally differ from cognitive abilities. Experts claim that emotional intelligence is part of the relatively recent field of psychology and behavior that has emerged from social intelligence. In other words, individuals can deal with the people around them intelligently (Majeed et al., 2017). On the other hand, Goleman et al. (2013) illustrated emotional intelligence as a set of emotional abilities consisting of four main categories, namely

- a) self-awareness;
- a) self-management;
- b) social awareness; and
- c) relationship management.

This study aims to explore the influence of several determinant factors on the performance and career development of the Indonesian military moderated by the objectivity of organizational commitment. There are three determinant factors in this study, namely work motivation, physical fitness, and emotional intelligence.

Thus, the study develops the following hypotheses:

- H1: Work motivation significantly influences the performance of the Indonesian military.*

- H2: *Work motivation significantly influences the career development of the Indonesian military.*
- H3: *Work motivation significantly influences career development, mediated by the performance of the Indonesian military.*
- H4: *Physical fitness significantly influences the performance of the Indonesian military.*
- H5: *Physical fitness significantly influences the career development of the Indonesian military.*
- H6: *Physical fitness significantly influences career development, mediated by the performance of the Indonesian military.*
- H7: *Emotional intelligence significantly influences the performance of the Indonesian military.*
- H8: *Emotional intelligence significantly influences the career development of the Indonesian military.*
- H9: *Emotional intelligence significantly influences career development, mediated by the performance of the Indonesian military.*
- H10: *Performance significantly influences the career development of the Indonesian military.*
- H11: *Performance significantly influences career development, moderated by the objectivity of organizational commitment.*
- Regional Military Commands on Java, Sumatra, Kalimantan, Sulawesi, Bali, and other islands.
- The research population was the Indonesian military at the Iskandar Muda Kodam, totaling 9,477 people. From this population, the research sample was determined using probability sampling with the type of proportionate stratified random sampling. The minimum sample size in this study was determined using the Slovin formula (Tejada & Punzalan, 2012). The research sample totaled 384 Indonesian military personnel. The participants were army soldiers with the ranks of first, middle, and non-commissioned officers.
- This study uses a closed questionnaire developed with 31 question items. The questionnaire consists of five alternative answer choices with a score of 1 (strongly disagree) to 5 (strongly agree). Questionnaires were distributed to research participants via Google Forms or in printed form. The measurement of the work motivation variable was adopted from Robbin and Coulter (2012), totaling six items. Physical fitness uses a scale from Rieker et al. (2023) comprising five items. The personnel career development variable using the scale from Mathis and Jackson (2010) consists of several abilities, namely leadership, intellectuality, managerial ability, promotion, experience, and education, with five items.
- Another variable in this questionnaire is the performance variable developed by Robbins (2006). Six indicators are listed (work quality, work quantity, punctuality, time effectiveness, independence, and work commitment) with six statements. Furthermore, emotional intelligence includes recognizing self-emotions, self-control, self-motivation, self-placement, interaction, and mental sensitivity (Cooper & Sawaf, 1997), totaling five items. Finally, the objectivity of organizational commitment is measured using a scale developed by Mathis and Jackson (2010) with three leading indicators, namely affective commitment, continuance commitment, and three items of normative commitment.
- The data were analyzed quantitatively, utilizing the structural equation modeling (SEM) approach that aims to analyze patterns of relationships between variables and their indicators and between more complex variables. Several factors caused the selection of SEM in this study, including:

2. METHODOLOGY

This study used a survey design that is a type of quantitative research. In general, survey research is a conventional research design that aims to obtain a picture of reality related to attitudes and behavior (Cavlin et al., 2023). This analysis was conducted at the Iskandar Muda Kodam, Banda Aceh Province, Indonesia. Iskandar Muda Regional Military Command is the headquarters of the Indonesian military located in Aceh Province, Indonesia, which is under the control of the Ministry of Defense of the Republic of Indonesia. Now, Indonesia has 15

- a) it can be used to examine the relationship between observed variables and latent variables,
- b) it allows a more accurate determination of the established influence relationship,
- c) it allows the assessment of stronger interactions,
- d) it eliminates measurement errors, and
- e) it offers multiple independent and dependent relationships compared to traditional multivariate techniques (Varzaru & Bocean, 2021).

3. RESULTS

First, the study checks the data for the quality level. The Pearson-product moment correlation test from the SPSS 22.00 program was run. All variables used in this study are categorized as valid based on the test results. The validity is based on test results that show a score above 0.113 as a critical score of product-moment correlation. In addition to data quality, this paper needs to determine data validity by running Cronbach’s Alpha reliability test. Furthermore, the reliability of the data was also determined through the SPSS 22.00 program by looking at Cronbach’s Alpha score. Table 1 presents Alpha values greater than 0.60 (Khan et al., 2020).

Table 1 shows the confirmatory factor analysis (CFA) test results in measuring the research instrument (questionnaire). This type of test is a part of the SEM (structural equation modeling) analysis technique. In addition, the latent variables in this study consist of work motivation, physical fitness, and emotional intelligence. The three latent variables consist of several indicators as their constituent dimensions. Table 2 shows the confirmatory factor analysis for all constructs.

Table 1. Reliability test

No.	Variable	Mean	Variable item	Alpha value	Information
1	Motivation	3.551	6	0.881	Reliable
2	Physical Fitness	3.539	5	0.724	Reliable
3	Emotional Intelligence	3.888	6	0.754	Reliable
4	Career Development	3.811	6	0.764	Reliable
5	Performance	3.869	5	0.651	Reliable
6	Objectivity of Organizational Commitment	3.833	3	0.806	Reliable

Table 2. Confirmatory factor analysis (CFA)

Latent variable	Item label	Standardized factor loadings
Motivation	MK1	.726
	MK2	.702
	MK3	.588
	MK4	.661
	MK5	.902
	MK6	.959
Physical Fitness	KJ1	.977
	KJ2	.691
	KJ3	.607
	KJ4	.621
	KJ5	.630
Emotional Intelligence	KE1	.832
	KE2	.942
	KE3	.872
	KE4	.872
	KE5	.750
	KE6	.657
Career Development	PK1	.772
	PK2	.834
	PK3	.955
	PK4	.863
	PK5	.854
	PK6	.702
Performance	KP1	.507
	KP2	.616
	KP3	.691
	KP4	.751
	KP5	.875
Objectivity of Organizational Commitment	KO1	.757
	KO2	.800
	KO3	.753

Based on the measurement results, all variable indicator scores on factor loading, as presented in Table 2, are more significant than 0.50. These results indicate that latent variables and their constituent indicators have a theoretical relationship. In other words, the constituent indicators can explain the latent variables. Thus, no latent variables must be eliminated in the model.

Table 3 shows the results of evaluating the fitness model measures on the research model used. In general, the evaluation aims to indicate the comparison between the model specified by the covariance ma-

trix and its indicators. Thus, the primary condition of the model can be accepted if the test scores show a good fit. Vice versa, if the resulting score is terrible, the model must be modified or rejected.

Table 3. Model suitability assessment

Goodness-of-Fit Index	Cut off value	Result	Criteria
Degree of freedom	Positive	Positive	Good
Chi-Square	Expected small	539.470	Good
Sign. Probability	≥ 0.05	0.053	Good
CMIN/DF	≤ 5.00	4.952	Good
GFI	≥ 0.90	0.962	Good
AGFI	≥ 0.90	0.912	Good
PGFI	≥ 0.90	0.977	Good
TLI	≥ 0.90	0.984	Good
CFI	≥ 0.90	0.920	Good
NFI	≥ 0.90	0.990	Good
PNFI	0.60-0.90	0.656	Good
RMSEA	0.05-0.08	0.087	Good

Table 3 presents the results of the goodness of fit test, which shows that all existing measurement models are categorized as meeting the suitable criteria. In other words, all models' goodness of suitable index scores is in the acceptable range. In conclusion, it shows that the resulting model is suitable and becomes a research finding.

After measuring the goodness of fit, the subsequent analysis is the structural equation modeling (SEM). SEM generally analyzes the unidimensionality level based on many indicators forming latent variables. Figure 1 shows the overall measurement results from the SEM analysis using a test commonly known as a confirmatory factor analysis test.

Empirically, this study tested eleven hypotheses. All hypotheses have a CR score greater than 1.96

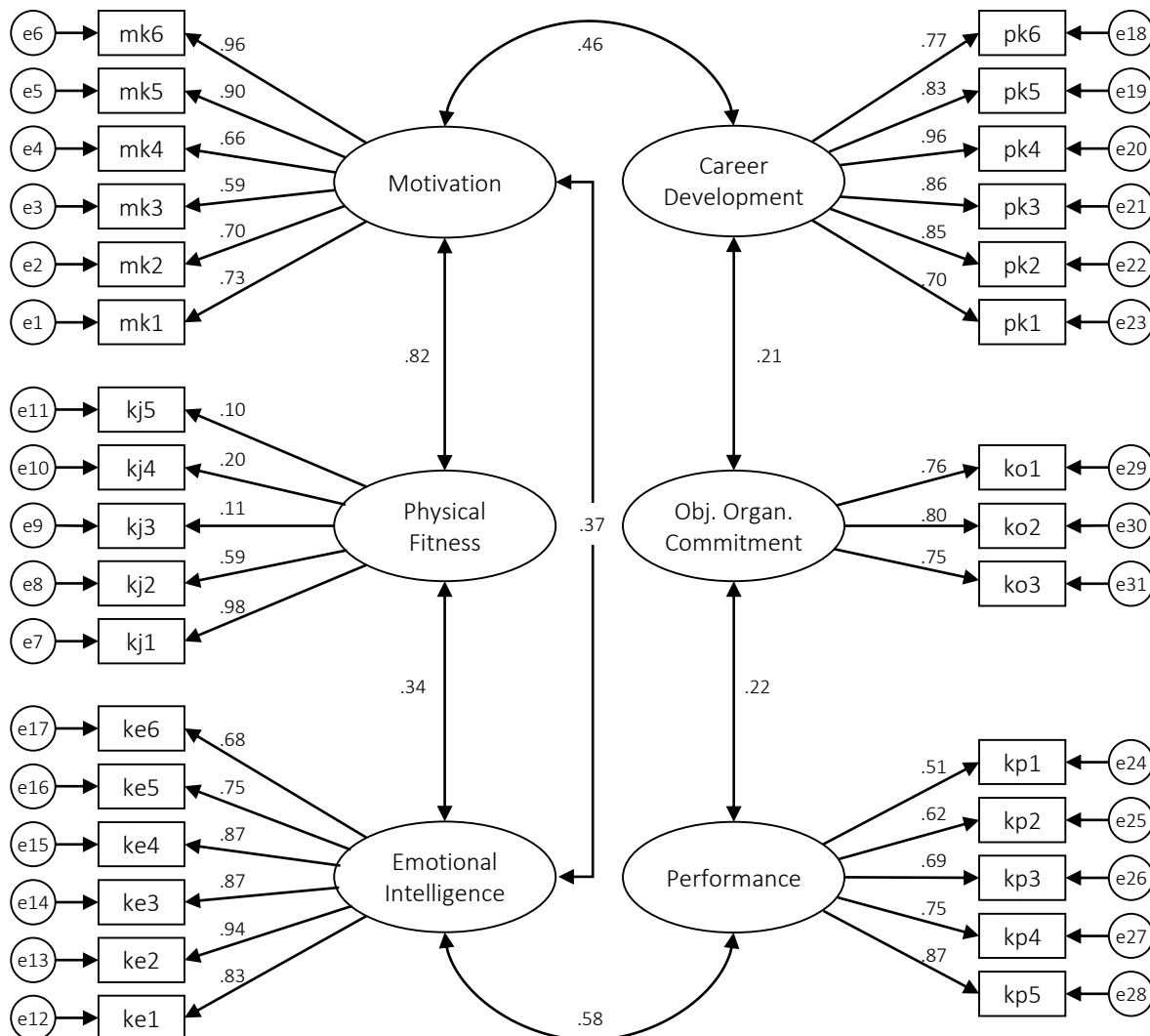


Figure 1. Structural model

Table 4. SEM results

Variable	Estimate	Result
Performance ← Motivation	.328	Accept
Performance ← Physical Fitness	.448	Accept
Performance ← Emotional Intelligence	.375	Accept
Career Development ← Motivation	.185	Accept
Career Development ← Physical Fitness	.201	Accept
Career Development ← Emotional Intelligence	.486	Accept
Career Development ← Performance	.259	Accept
Objectivity of Org. Commitment ← Performance	.132	Accept

Table 5. Direct and indirect effects

Description	Indirect	Information
Effect of motivation on career development	$0.328 \cdot 0.0259 = 0.085$	Direct < indirect
Effect of physical fitness on career development	$0.448 \cdot 0.259 = 0.116$	Direct < indirect
Effect of emotional intelligence on career development	$0.375 \cdot 0.259 = 0.097$	Direct < indirect
Effect of performance on career development via objectivity of organizational commitment	$0.132 \cdot 0.259 = 0.034$	Direct < indirect

and a probability score less than 0.05. Thus, all hypotheses are accepted (Table 4).

Table 5 shows a direct relationship between motivation and career development with 0.185. Besides that, work motivation affects career development through performance, with 0.085. Second, physical fitness directly affects the performance of military personnel with 0.201. On the other hand, the test results show that physical fitness influences career development through performance with 0.116.

Based on the test results, emotional intelligence has a direct effect on career development with 0.486. On the other hand, emotional intelligence also influences career development through performance with 0.097. This indicates that if the Indonesian military wants to improve their career development, it would be better to participate in the ESQ training program. Finally, the measurement results also prove that performance directly affects career development with 0.259. On the

other hand, the test results also show an impact of performance on the career development of military personnel through objectivity of organizational commitment. This indirect effect occurs at 0.034.

Furthermore, mediation effect tests were run to determine whether there is a partial effect of an indirect relationship between endogenous and exogenous variables.

Figure 2 concludes that work motivation has a positive effect on the performance of the Indonesian military. On the other hand, performance significantly affects the career development of the Indonesian military. In addition, the test results also show that the effect of work motivation on career development is significant. Thus, this test shows the presence of a partially mediated relationship. Figure 2 also shows that work motivation indirectly affects career development through the performance of the Indonesian military in a positive and significant way.

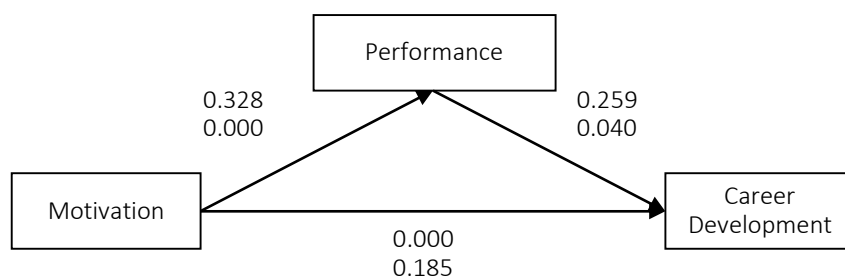


Figure 2. Mediating effect of motivation on career development through performance

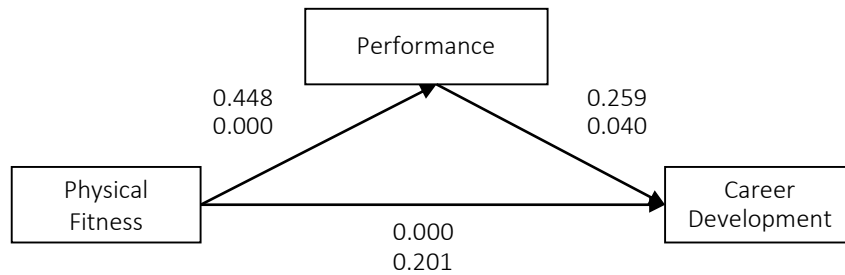


Figure 3. Mediating effect of physical fitness on career development through performance

Figure 3 shows that physical fitness positively impacts career development. A significant mediating effect is also demonstrated between performance and career development. In addition, the impact of physical fitness on personnel performance is significant. Thus, the measurement results show that there is a mediating effect that occurs partially. Finally, physical fitness also indirectly impacts career development through the performance of the Indonesian military in a positive and significant way.

The measurement results in Figure 4 show a positive effect of emotional intelligence on career development. Likewise, personnel performance has a positive influence on career development. Furthermore, emotional intelligence also significantly influences the performance of the

Indonesian military. In conclusion, this test shows the presence of partially mediated relationships.

Figure 5 shows that performance positively affects career development. Similar measurement results also occur in the impact of objectivity of organizational commitment on the career development of the Indonesian military. Furthermore, the effect of performance on career development through the objectivity of organizational commitment is significant. Thus, this test shows the presence of partially mediated relationships. In conclusion, in terms of the moderating effect, the results of this study indicate that the objectivity of organizational commitment positively moderates the impact of performance on the career development of Indonesian army personnel.

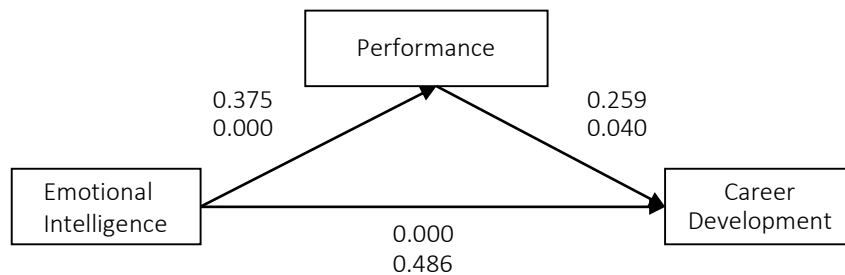


Figure 4. Mediating effect of emotional intelligence on career development through performance

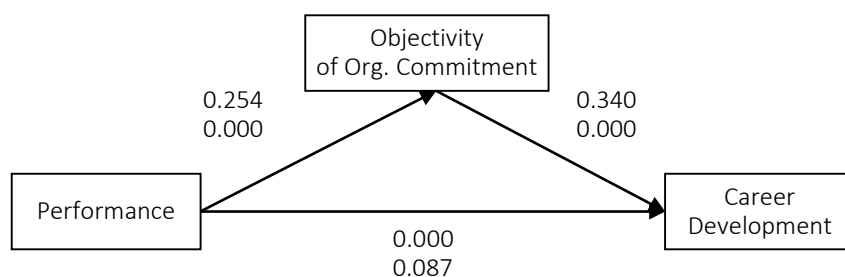


Figure 5. Mediating effect of performance on career development through objectivity of organizational commitment

4. DISCUSSION

This study aimed to investigate the influence of determinant factors on aspects of the career development of military personnel in Indonesia, namely work motivation, emotional intelligence, and physical fitness. In addition, this study also measures the mediating role of performance on the career development of the Indonesian military. Lastly, this paper also explores the moderating role of objectivity of organizational commitment to career development.

First, the results of this study show that the three determinant factors (work motivation, emotional intelligence, and physical fitness) have a positive and significant effect on the performance of the Indonesian military. Concerning physical fitness, several previous studies have also shown similar findings. This is inseparable from the achievement of personnel performance related to the fitness level and physical activity in work activities. In other words, some aspects have the potential to be dominant in increasing workability, such as rest, exercise duration, and results obtained. These aspects can significantly improve work productivity and cognitive performance (Gil-Beltran et al., 2020). Thus, activities that train physical fitness and encourage optimal performance are crucial (Santos & Miragaia, 2023).

Furthermore, the impact of emotional intelligence on the performance of Indonesian military personnel cannot be ignored. The results indicate that workers' emotional intelligence can affect their performance improvement, so it impacts the career development of personnel. This finding supports earlier evidence that a person's emotional intelligence is related to performance (Al Shdaifat & Al Zyoud, 2021; Nguyen et al., 2020; Panait & Bucinschi, 2018). That is, a worker with high emotional intelligence can express his emotions healthily and understand the emotions of the people he works with to improve work relationships and performance.

To achieve job performance and career development, it is vital to follow applicable procedures because several supporting factors are needed. One of them is the existence of work motivation that can positively and significantly affect the ca-

reer development of personnel (Pangestuti, 2019). One thing that needs to be underlined is that performance appraisal must be determined proportionally, objectively, and rationally related to the interests of employees and the organization. Niati et al. (2021) presented similar findings, which stated that the motivational aspect significantly influences the career development of the Indonesian military.

Second, the moderating role of job performance in this study shows the same results. Work motivation, emotional intelligence, and physical fitness affect the career development of army personnel through job performance variables. This study confirms that the achievement of personnel performance that meets the organization's expectations impacts the career development of personnel in the future. In line with these findings, Lopez-Cabarcos et al. (2022) and Park (2020) also confirm that these variables can affect performance based on two main theories: career motivation theory and social exchange theory. Rose (2016) states that performance is the most dominant aspect for individuals and organizations within human resource development. Bonache and Noethen (2014) noted that individual performance could not be separated from organizational success because the two are interrelated. McDonald and Hite (2016) stated three variables in the career development area: organizational career development, individual results, and organizational results.

Finally, the findings of this study state that performance affects career development moderated by the objectivity of organizational commitment. Meanwhile, research findings related to organizational commitment, performance, and career development can explain that the high organizational commitment of personnel affects personnel performance and career development. In line with these findings, Loan (2020) stated that organizational commitment can potentially improve individual performance. Misko et al. (2021) further elaborated that organizational commitment is personal in adopting corporate values and goals. In addition, to motivate employees to work better, there are three main determinants, namely:

- a) the level of employee belief in the main goals of the organization,

- b) taking all actions to achieve goals, and
- c) a great and sincere desire to stay in the organization (Aldasem et al., 2022; Hirschi & Spurk, 2021).

Career development for the Indonesian military (especially at the Iskandar Muda Kodam, Banda Aceh Province) is considered stagnant and has not shown any change toward improvement. The military environment has not implemented a

comprehensive and measurable career development system. Another study claims the institution needs to use clear parameters in its personnel career development system (Silitonga & Rony, 2021). This condition needs serious attention from the Indonesian military and government leaders in developing a better personnel career development system and program. Thus, these findings can be used as a reference in changing and improving career development programs in these organizations.

CONCLUSION

This study aims to explore various determinant factors that potentially impact the career development of the Indonesian military. The participants were army soldiers with the ranks of first, middle, and non-commissioned officers. The results show that work motivation, physical fitness, and emotional intelligence directly influence the performance and career development of the Indonesian military. Regarding the indirect effect, performance mediates the relationship between work motivation, physical fitness, and emotional intelligence on career development. Finally, other findings state that the objectivity of organizational commitment significantly moderates the relationship between the two variables, namely performance and career development.

These findings provide critical information for institutions/organizations in enhancing the career development of their military personnel. They provide specific guidance in implementing policies regarding the career development of military personnel as a form of human resource management practice. The government must provide training and policies to enhance career development by focusing on physical activity, emotional intelligence, and motivation. A proportional and fair career development system can create a conducive, innovative, and competitive work situation.

Although this study has analyzed the direct and indirect effects of the hypothesized relationship, it still has limitations. One of them is the group of participants who only come from the army. In order to obtain a more comprehensive generalization, further research can expand the participant groups from the Indonesian National Armed Navy and Air forces.

AUTHOR CONTRIBUTIONS

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Funding acquisition: Abdul Rahman Lubis, Mukhlis Yunus, Permana Honneyta Lubis.

Investigation: Slamet Riyanto, Abdul Rahman Lubis.

Methodology: Slamet Riyanto.

Resources: Abdul Rahman Lubis.

Software: Slamet Riyanto.

Validation: Slamet Riyanto.

Visualization: Mukhlis Yunus, Permana Honneyta Lubis.

Writing – original draft: Slamet Riyanto.

Writing – review & editing: Abdul Rahman Lubis, Mukhlis Yunus, Permana Honneyta Lubis.

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