

Achieving Subjective Career Success Through Inclusive Leadership, Networking Behavior and Job Crafting

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Abstract

The purpose of this study is to investigate the role of job crafting as the mediating variable between inclusive leadership and subjective career success, as well as between networking behavior and subjective career success. The study used structural equation modeling (SEM) methods to sample 133 managers from plantation companies. This study revealed that job crafting mediated the relationship between inclusive leadership and subjective career success, as well as the relationship between networking behavior and subjective career success. Meanwhile, inclusive leadership had a significant impact on job crafting, as did networking behavior, and job crafting had a significant impact on subjective career success; however, inclusive leadership had no significant impact on subjective career success, and networking behavior had no significant impact on subjective career success. The research provides valuable perspectives for managers and organizations regarding the importance of inclusive leadership, networking behavior, job crafting, and subjective career success. This study is original, as no previous research has investigated the mediating role of job crafting in the relationship between inclusive leadership to subjective career success and the relationship between networking behavior to subjective career success.

Keywords Inclusive Leadership, Networking Behavior, Job Crafting, Subjective Career Success, Managers, Plantation Companies

1. Introduction

The global economy, technological advancement, and increased competition have all resulted in substantial changes in working conditions and career advancement (Hanggli & Hirchi, 2020). According to DiRenzo and Green (2011), the development of career concepts toward a contemporary direction is created in response to these changes. This modern career paradigm focuses on individuals who attempt to construct their definition of success and then take initiatives to address those requirements.

According to Hall (1996), career success on this perspective is centered on individual responsibility, not a raise or promotion, but on psychological success, which is a sense of accomplishment over personal fulfillment (Hall & Mirvis, 1996), also known as subjective career success (SCS). According to Abele and Spurk (2009), subjective career success can

boost self-confidence, job motivation, and individual ambitions, which will promote future productivity.

The role of behaviors in creating career capital and achieving career goals (Wolff & Moser, 2009; Blickle et al., 2009). Networking behavior (NB) can be viewed as a personal antecedent for the formation of social networks associated with subjective career success (SCS) (Wolff Moser, 2009). Several other studies, however, have shown inconsistencies in the study outcomes between networking behavior and subjective career success (Rasdi, et al, 2012; Kang and Tak, 2014). As a result, there is a potential for researchers to undertake further studies to bridge the research gap between NB and SCS.

Proactive activity at work is a possible mediator in the networking behavior and SCS connection. According to (Bakker and Demeroti, 2014). JD-R theory, individual resources might be a trigger to motivate employees to achieve individual goals. Tims et al. (2012) asserted that proactive conduct, such as JC, might activate personal resources to achieve successful outcomes. According to (Akkermans & Tims, 2016) research, JC is proven as the mediator between career competencies and SCS. We assume that JC can act as a link between NB and SCS.

In terms of working conditions, the firm found it challenging to design jobs that were appealing to all employees (Grant & Parker, 2009). As a result, academics argue that it is critical to developing flexible jobs in which employees may proactively shift their duties and roles (Grant & Parker, 2009). Job crafting refers to the self-initiated practices that employees engage in to form, mold, and transform their employment (Tims, Bakker, & Derks, 2012; Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001).

Subjective career success has been heavily debated in light of numerous antecedents, one of which is leadership. According to Gong et al. (2014), leadership styles impact employee career success. There has been little research that relates inclusive leadership (IL) to subjective career success. According to (Nemhard Edmondson, 2006; Shuck Herd, 2012), inclusive leadership is the best way for valuing employee thoughts and perspectives and involving all workers in decision-making. As a result, it will be able to optimize employees' potential in achieving the professional successes that they desire. As a result, to deepen SCS research, it is vital to investigate the impact of IL on career success.

The SCS on plantation managers will be investigated in this study. Plantation organizations play a vital role in maintaining plantation commodity-based food and energy security to promote Indonesia's food independence. The success of the plantation organization in fulfilling its function nationally in the dynamic changes of the business environment is influenced by the success of the employees' careers. Employee career achievement, according to Judge et al 1999, contributes to organizational success. When employees perceive intrinsic career success, they will undertake additional role behavior happily, which will improve productivity (Nabi, 1999). As a result, it is critical to explore elements influencing subjective career success.

2. LITERATURE REVIEW

2.1. Inclusive Leadership

The words and actions of leaders that promote and value the contributions of others are referred to as inclusive leadership (Nembhard & Edmondson, 2006). According to (Carmeli et al., 2010), inclusive leadership is defined by three key traits when developing relationships with followers: openness, accessibility, and availability (Carmeli et al., 2010). As a result, when these leaders are open, approachable, and accessible, they may be able to persuade employees to express their thoughts and ideas. When employees' perspectives are appreciated, it may assist to establish trust among them.

Inclusive leaders care about their workers' feelings, hopes, and interests and are so eager to assist them (Carmeli et al., 2010; Choi et al., 2015). Furthermore, inclusive leaders may explain their organization's goal to workers and incorporate their thoughts into it. As a result, employees are more driven and devoted to the leader, and they are more likely to exhibit extra-role conduct in return. Pless and Maak (2004); Picollo et al. (2010); Walumbwa et al. (2011); Bilimoria (2012) Furthermore, inclusive leaders provide emotional support to their staff, increase their honesty, and adhere to strict norms of making fair judgments (Nembhard & Edmondson, 2006; Ryan, 2006; Hollander, 2012).

2.2 Subjective Career Success

Career success may be described as the objective or subjective judgment of accomplishment based on one's own work experience (Judge et al., 1995). Career researchers investigate career success by distinguishing between objective and subjective career success (Ng et al., 2005; Seibert et al., 1999). More significant career successes, such as income and promotion, are examples of objective career success. Furthermore, subjective career success is linked to less evident career outcomes such as work and career happiness (Ballout, 2009). (Korman et al., 1981) Individuals may feel unsuccessful in their careers even if they have a high wage, position, and work status. With the expansion of modern professional backgrounds emphasizing the unpredictability and mobility of employment, the study of subjective career success has grown in importance (Park, 2010). As a result, researching the indicators of subjective career success is critical for assisting individuals in their career growth (Yu, 2012). Furthermore, subjective career success makes individuals feel more happy and successful in their careers (Nabi, 2003).

2.3 Networking Behavior

Networking behaviors are a series of activities for developing networks and a group relationship (Forret, & Dougherty, 2004), which assist individuals in carrying out their work tasks and advancing their professional careers (Michael, & Yukl, 1993). Extending (Forret, & Dougherty, 2004; Treadway, et al 2010) subclassify networking behaviors as career-based and community-based. Career-based networking behaviors include maintaining external contacts, socializing, engaging in professional activities, and increasing internal visibility whereas community-based networking behaviors refer chiefly to participation in community

events. Networking helps an individual use personal connections to advance his or her career and job (Luthans, et al 1988).

Orpen (1996) identified networking behavior as the process of establishing and maintaining a network of informal cooperative relationships with individuals other than the manager's direct reports and immediate manager in the expectation that such relationships will enable the manager to develop, perform more effectively, or achieve more objective and subjective career success. Forret and Dougherty (2001; Forret and Dougherty, 2004) emphasize the substance of networking behaviors such as socializing, sustaining internal contexts, engaging in professional networking, boosting internal visibility, and participating in community activities. According to (Nabi, 1999), networking behaviors operate as a signal to senior management, increasing a manager's authority and visibility. According to signal theory (Spence, 1973), people may not purposefully transmit information signals to higher-level management highlighting their skill and potential capability. Networking is seen as a critical component for professional career success owing to the numerous benefits it provides, including information sharing, cooperation, career planning, and strategy development, professional encouragement, access to visibility, and upward progress (Hanson, 2000; Linehan, 2001; Knouse & Webb, 2001; Forret, & Dougherty, 2001; Forret, & Dougherty, 2004).

2.4 Job Crafting

According to the job demands-resources theory (Bakker & Demerouti, 2007), Tims et al. (2012) defined job crafting as "the modifications that employees may undertake to balance their job demands and job resources with their talents and requirements" (Tims & Bakker, 2010). Job demands are parts of a job that require persistent physical, psychological, or mental effort, whereas job resources are features of a job that promote individual growth and development, minimize job demands, or are useful in attaining work goals (Bakker & Demerouti, 2007). Specifically, Tims et al. (2012) identified four dimensions of job crafting: (1) increasing structural job resources (e.g., increasing one's opportunity for development), (2) increasing social job resources (e.g., seeking feedback from supervisor), (3) increasing challenging job demands (e.g., taking on extra tasks), and (4) decreasing hindering job demands (e.g., ensuring one's job is emotionally less intense). Both theoretical viewpoints show that workers' duties and roles may be expanded (e.g., by adding additional tasks or interactions) or contracted (e.g., by lowering their burden).

Crafting, according to Tims et al. (2012), is a method for balancing job resources and expectations to establish person-job fit. This disparity in perspectives has posed some challenges to the literature. Job crafting, according to Tims et al. (2012), may take additional forms beyond the task, relational, and cognitive modifications, such as employee self-development. According to (Demerouti, 2014), job crafting may be viewed as modifying job demands, whereas relational crafting can be perceived as shaping social resources. For example, an employee who creates tasks (task crafting) may not only adjust job needs as (Demerouti, 2014) proposes but may also change task or skill diversity, which Tims et al. (2012) describe as "raising structural job resources."

2.5 Inclusive Leadership and Job Crafting

Inclusive leadership is an important concept in creating the positive resources that employees have. Inclusive leaders act as the driving force for their employees encouraging them to contribute to their work (Aslan, 2019). Nembhard Edmondson (2006) found the aspects of inclusive leadership embraces openness, availability, and accessibility, in line with other studies, show genuine attention and concern from leaders toward followers which leads to employee's trust (Burke Hutchins, 2007). Nembhard and Edmondson (2006) explore that when leaders appreciate and acknowledge employee ideas and input, employees tend to feel free to speak up and express their views.

Tims et al., (2012) define job crafting as "the changes that employees make to balance their job demands and job resources with their abilities and needs", job crafting is a proactive behavior that can influence the job characteristics that individuals perceive and generate in their job. Leaders' views on what and how much employees should do in the job may influence employees' reducing demands behavior. Employees may want to take some of the grunt work out of their jobs (i.e., demands-reducing) so that they could have more time to do what they like. However, employees may feel that they don't have the power to do that (Berg et al., 2013). This supports a study from (Du et al., 2021) that shows that inclusive leadership effectively increases employee job crafting rates. Therefore, it is expected that inclusive leadership will affect job crafting

H1: Inclusive leadership is positively related to job crafting

2.6 Networking Behavior and Job Crafting

Networking behavior is a series of activities to build social networks and develop a constellation of relationships (Forret and Dougherty, 2004), which assist individuals in carrying out tasks at work and advancing their professional careers (Michael and Yukl, 1993). Networking behavior encompasses a series of relationships owned by individuals, covering relationships both inside and outside the organization where they work (Higgins and Kram, 2001; Kram, 1985). Such as having an external contract consisting of friends outside of the organization, clients, suppliers, members of professional associations, or members of the local community. By having external contacts, employees will know other organizations, job opportunities, and their value in the job market (McCallum, 2014).

According to Bizzi, (2016). Job crafting is influenced by the network owned by employees, which suggests that networking behavior has an impact on their work. By having networking behavior, employees will have sufficient information in understanding working conditions based on feedback obtained from others both outside and inside the organization. This information can be a positive input for employees to face job challenges and needs. Networking behavior can also create support gained from professional networks that allow employees to have personal development. Therefore researchers argue that NB affects JC. Therefore, it is expected that Networking Behavior will affect job crafting.

H2: Networking behavior is positively related to job crafting

2.7 Job Crafting and Subjective Career Success

The basic premise underlying job crafting is that employees actively use elements of the job to construct their work; it suggests that employees are agentic in creating their own work experiences by making changes to the job. Job crafting was revealed to give a favorable effect on self-directed career success (Akkermans & Tims, 2017). According to Wrzesniewski et al., (2013), the satisfaction of life is improved is found in the case of organizational members who have been doing job crafting. Satisfaction is one of the important dimensions of career success, although each individual may have a different assessment to measure his or her career success.

Bakker and Demerouti (2014) and Bakker et al. (2014) place job crafting in JD-R theory as a mechanism that may influence future job characteristics, and thereby influence indirectly desired outcomes. Furthermore, Akkermans et al., (2013b) stated that job crafting which is viewed based on JD-R theory shows that job crafting can be directly related to career success since job crafting in this study plays a role as a motivator that directs employees to achieve the results in their job. By having the job crafting employees will be able to manage the job demands of work and job resources in accordance with the desire of employees in achieving the target of career success that is expected. Therefore, job crafting has the potential to contribute to explaining subjective career success.

H3: Job Crafting is positively related to Subjective Career Success.

2.8 Inclusive Leadership and Subjective Career Success

Several studies have shown that leadership can affect employee careers (Raghuram et al., 2016), (Vincent et al., 2012), servant leadership affects employees' subjective career success through professional skills (Wang et al., 2019). Leader-Member Exchange (LMX) has been shown to have an impact on both internal and external career success (Kraimer et al., 2015). However, there is very little research that explicitly addresses the impact of inclusive leadership on subjective career success. Inclusive leaders who are open to ideas, willing to discuss, and willing to develop skills will motivate employees and encourage them to do their best to achieve future career goals. Inclusive leaders express a sense of belonging (social support) and a sense of acceptance of uniqueness (confidence) in employees (Shabeer et al., 2020). So when employees feel appreciated and recognized and feel like an important element in the organization. This will give positive results to the career achievement of an employee. Therefore, it is expected that Inclusive Leadership will affect Subjective Career Success.

H4: Inclusive Leadership is positively related to Subjective Career Success.

2.9 Networking Behavior and Subjective Career Success

Studies of networking behavior prove there is a direct relationship with subjective career success (Bozionelos, 2003; Kuijpers et al., 2006; Spurk et al., 2015). According to Orpen (1996), networking behavior is a process of establishing and maintaining a set of informal cooperative relationships with others, in the hope that the relationship will help managers to

develop and achieve the goals of objective and subjective career success. Improving networking behavior will give an individual the opportunity to get valuable information for his or her career. Especially if the information obtained is unique, it is only owned by the individual thanks to his network in formal and informal communities. Of course, it will be able to increase its visibility in the organization, eventually will enhance a sense of confidence in its ability to get valuable information. In addition, the exchange of information that occurs can make the individual make comparisons of his career success with others. Therefore, it is expected that Inclusive Leadership will affect Subjective Career Success.

H5: Networking Behavior is positively related to Subjective Career Success.

2.10 Inclusive Leadership, Job Crafting, and Subjective Career Success

The leader determines how an employee works so that he can achieve the desired results. perspective owned by a leader about the best way to do the job can facilitate the employees in completing difficult tasks and job challenges. As stated by (Berg et al., 2010). An inclusive leadership style that is embracing, open, accepting of dissent, and always present when needed will greatly help employees in overcoming the demands of the job. In addition, an inclusive leader will also be able to make employees explore their potential, which can help him in carrying out his work. Employees who can explore their potential and balance the demands of work by utilizing the ability they have, of course, will be able to achieve the career success they want. This is supported by the based (Dubbelt et al., 2019; Wang et al., 2020) who stated that job crafting can contribute to a person's career success. Therefore, researchers believe that job crafting is at war as a mediation variable between IL and SCS. Therefore, it is expected that Inclusive Leadership will affect Subjective Career Success through Job Crafting.

H6: Inclusive leadership relates to subjective career success through Job Crafting.

2.11 Networking Behavior, Job Crafting, and Subjective Career Success

An employee who has NB will have the opportunity to get useful information and experience due to the exchange of information between the employee and others. This information exchange can certainly be a valuable input, which can contribute to the development of employees' abilities, as well as to reduce job challenges and to achieve job targets (Bakker Demerouti, 2007). Employees who have JC certainly have the potential to achieve subjective career success. In this case, researchers argue that when an employee has JC then he will be able to actively struggle with all the abilities he has in achieving his desired career targets. The employee will also strive to overcome the problems and demands of his or her job by utilizing the information received from networking behavior, to achieve career success such as career satisfaction, recognition from colleagues, and a sense of pride in achieving work standards. Therefore, it is expected that Networking Behavior will affect Subjective Career Success through Job Crafting.

H7: Networking Behavior relates to subjective career success through Job Crafting.

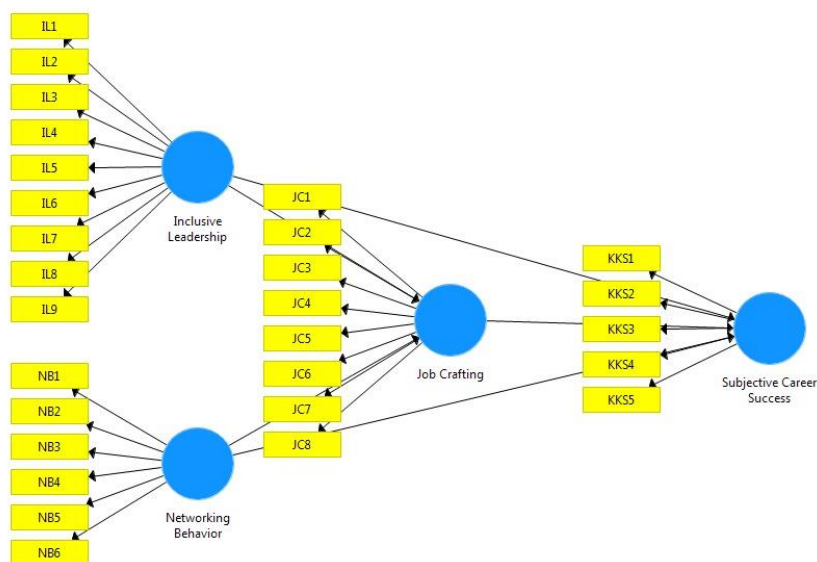
3. METHODOLOGY

3.1 Research Methodology

This research was conducted at a plantation company, and the subjects of this study were 133 managers of the plantation company. To test the validity and fit of the model, loading factors and extracted mean-variance (AVE) were used. The data analysis technique used the structural equation modeling (SEM) method to test the hypothesis in this study.

3.2 Measures

All assessments in the study were taken on a five-point Likert scale, with 1 indicating no significant disagreement and 5 indicating strong agreement. All of the measurements employed were drawn from previous literature and have been proved to be reliable and valid. Inclusive leadership is measured by openness, availability, and accessibility, as defined by (Carmeli., et al 2010). Subjective career success is assessed by perceived career success, work satisfaction, and external market capabilities, as described by (Spurk., and al. 2015). To assess Network behavior, use the 6-item Networking Behavior questionnaire adapted from (Emmerik et al., 2006). Respondents were asked to indicate on a five-point scale consisting of internal and external networking. Job crafting is measured by the job crafting scale (Tims., et al 2012), consist of included increasing structural work resources, increasing social work resources, increased challenging job requirements, and decreasing hindering job demands



4 RESULT AND DISCUSSION

4.1 Results

4.1.1 Validity and Reliability Test

Based on the validity and reliability test, the following results were obtained :

A. Validity

Table 1. Validity Test Based on Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
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Inclusive Leadership (IL)	0.882
Job Crafting (JC)	0.714
Networking Behavior (NB)	0.810
Subjective Career Success (SCS)	0.803

The recommended AVE value is higher than 0.5 (Fornell & Larcker, 1981). It is found that all AVE values are > 0.5 , indicating that the validity requirements based on AVE are met.

B. Reliability

Furthermore, reliability testing was carried out based on the composite reliability (CR) value.

Table 2. Reliability Test Based on Composite Reliability (CR)

	Composite Reliability
Inclusive Leadership (IL)	0.985
Job Crafting (JC)	0.952
Networking Behavior (NB)	0.962
Subjective Career Success (SCS)	0.953

The recommended CR value is higher than 0.7 (Fornell & Larcker, 1981). As we all know, all CR values are > 0.7 , which means that they have met the reliability requirements based on CR.

4.1.2 Significance Effect Test (Bootstrapping)

Table 3 presents the results of the significant effect test.

Table 3. Significance Effect Test (Bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Inclusive Leadership (IL) -> Job Crafting (JC)	0.463	0.453	0.152	3.051	0.002

Inclusive Leadership (IL) -> Subjective Career Success (SCS)	0.068	0.051	0.143	0.474	0.636
Job Crafting (JC) -> Subjective Career Success (SCS)	0.458	0.474	0.142	3.234	0.001
Networking Behavior (NB) -> Job Crafting (JC)	0.432	0.445	0.155	2.793	0.005
Networking Behavior (NB) -> Subjective Career Success (SCS)	0.107	0.104	0.103	1.037	0.300

Based on the results in Table 3:

1. Inclusive leadership has a positive effect on job crafting, with an original sample coefficient value of 0.463, and significantly, with P-Values = $0.002 < 0.05$.
2. Inclusive leadership has a positive effect on subjective career success, with an original sample coefficient value of 0.068, but not significant, with P-Values = $0.636 > 0.05$.
3. Job Crafting has a positive effect on subjective career success, with an original sample coefficient value of 0.458, and significantly, with P-Values = $0.001 < 0.05$.
4. Networking Behavior has a positive effect on Job Crafting, with an original sample coefficient value of 0.432, and significantly, with P-Values = $0.005 < 0.05$.
5. Networking behavior has a positive effect on subjective career success, with an original sample coefficient value of 0.107, but not significant, with P-Values = $0.300 > 0.05$.

Table 4 presents the r-square value (coefficient of determination) for each endogenous variable.

Table 4. Coefficient of Determination (R-Square)

	R Square
Job Crafting (JC)	0.661
subjective career success (SCS)	0.353

According to the results in Table 4,

1. the coefficient of determination for job crafting is 0.661, that is, the influence of networking behavior and inclusive leadership is 66.1%.

2. The coefficient of determination for subjective career success is 0.353, that is, the influence of networking behavior, inclusive leadership, and job crafting is 35.3%.

4.1.3 Mediation Test

Table 5 presents the results of the mediation test.

Table 5. Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Inclusive Leadership (IL) -> Job Crafting (JC) -> Subjective Career Success (SCS)	0.212	0.216	0.102	2.072	0.039
Networking Behavior (NB) -> Job Crafting (JC) -> Subjective Career Success (SCS)	0.198	0.212	0.098	2.010	0.045

Based on the results in Table 5:

1. Job crafting is an important mediator of the relationship between inclusive leadership and subjective career success, with a P-value of 0.039 < 0.05.
2. Job crafting is an important mediator of the relationship between networking behavior and subjective career success, with a P-value of 0.045 < 0.05.

4.2 Discussion

4.2.1 Theoretical Implication

This study has confirmed the significant effect of inclusive leadership on job crafting. Berg et al (2010), posited that naturally, leaders can allow employees to perform the task as they wish and optimize their potential. Leader's suggestions tend to ease the job challenges. This is supported by a study from Du et al (2021), which stated that job crafting can be elevated by inclusive leadership. This indicates the genuine care and attention shown by inclusive leadership towards its workers encourages employees to bring out their best in finding a way out of the demands of their jobs. High job demands can drain the emotional condition possessed by employees resulting in decreased performance. Having inclusive leaders means employees can discuss their problems openly with the leader. This type of leader encourages the occurrence of two-way communication where the leader can provide feedback and input that can stimulate confidence that leads to increased social job resources. As stated by Nembhard and Edmondson, (2006), when leaders appreciate and motivate the ideas

generation and inputs from employees, they have created psychological security which allows employees to speak and give behavior opinions freely, hence leading to better job outcomes.

Specifically, there has been no research discussing networking with job crafting and networking behavior. The previous researches discussed the role of networking behavior to initiate the task changes (Fleming et al., 2007; Perry-Smith, 2006), and Bizzi (2016), mentioned job crafting is influenced by network contacts. The finding of the current study shows that networking behavior has a significant effect on job crafting. It indicates that good relationships with their colleagues and important people in the organization have resulted in the exchange of information which potentially will enhance, the work-related knowledge for employees. The knowledge updates are part of employee self-development, as confirmed by Tims et al., (2012), the opportunities of employees' self-development are one of the job crafting dimensions, namely increasing structural job structures.

This study reveals the important influence of job crafting on subjective career success. This is similar to the research by Akkermans & Tims, (2016), job crafting has a positive relationship with subjective career success. The employee's ability to balance the job challenges and job resources contributed to the most desired career outcomes. Job crafting has been shown to play an important role in individuals' career success (Dubbelt et al., 2019). This is an interesting finding as it might explain the importance of job crafting toward subjective career success. Moreover, in the recent work of Wang et al. (2020), the researchers emphasize the importance of job crafting in career success. They argue that by actively crafting the design of a job, employees could achieve personal development and career success. Similar indications of these relations are found in a meta-analysis of Lichtenthaler and Fischbach (2018), who indicate that employees who sought to satisfy their growth, advancement, and development actively engaged in job crafting.

Despite a study by (Bozionelos, 2003; Kuijpers et al., 2006; Spurk et al., 2015), found that networking behavior has a direct relationship to subjective career success, this present study was not. Practically networking behavior will enable employees to develop their knowledge in accomplishing the desired career target. Hence this finding adds the inconsistencies in the study of networking behavior and subjective career success, which will lead to future research.

The proposed novel constructs of job crafting as the mediator between inclusive leadership and subjective career success have been confirmed. Nonetheless, directly inclusive leadership has no direct relation with subjective career success. This research has demonstrated the vital of job crafting role to fill the gap between inclusive leadership and subjective career success. As mentioned by Du et al., (2021) inclusive leadership enables employees job crafting. Available leaders, focus on disclosing relationships and accept the diversity will cultivate trust and a sense of appreciation among employees (Carmeli et al., 2010). Inclusive leadership act as the employee externally driven to bring the best effort to adopt well, overcome job challenges and adjust work conditions to the most preferable for them to achieve their desired career target. Added by Akkermans et al., (2013b) that such proactive behavior like job crafting allows to level up the subjective career success.

Another crucial contribution for career and NB related studies has been validated by this research. It was found that NB has an indirect relationship with JC. Bizzi (2016) affirmed that the network contacts owned by employees are a prediction to explain job crafting. The interchange of valuable information from NB most likely becomes the beneficial capital for employees to upgrade individual capabilities, which can be translated into a strategy to handle the job-related burden. Having favorable relationships with significant supervisors and professional plantation associations also become an important supplement for employees to modify job aspects to be suitable with job demands. When employees can proactively make adjustments on their job aspect becomes advantageous, consequently, that can enable them to fulfill their expected career success. Furthermore, this finding further emphasizes that subjective career success only can be reached when employees have NB and translated it into JC

4.2 Managerial Implication

One of the strengths of this current study is the confirmation of JC's role as the mediator to reach SCS among the plantation managers when the IL and NB exist. Another notable finding suggests that JC independently contributes to SCS. This study also underlines the prominent contribution of NB and IL in explaining JC. In this case, the organization needs to focus on facilitating the development of JC for employees, by adopting the IL style and providing support for the formation of NB among employees. The implementation of the IL style in organizations is to emphasize the creation of a positive relationship between employees and leaders, leaders must build transparency in terms of policy and decision making in the organization. The next leader must form a working atmosphere that enables flexibility and autonomy for employees to make the necessary changes to job aspects. Moreover, stimulating employees to give their best efforts even amid the complex conditions of a job. In addition, the leader should have a broad mind to evaluate employees' performance, would rather give feedback instead of punishment. If the IL style can be well applied, consequently this will be able to support the formation of JC behavior in employees. To produce leaders with an inclusive leadership style, specifically, organizations should provide training courses to help managers be more inclusive when supervising their subordinates.

The practical implication of this study regarding JC on employees should emphasize the role of organizations and leaders to have collaboration with employees. To create flexible work arrangements that facilitate the suitable construction of jobs (Hornung et al., 2008), which can reduce the job obstacles and increase the job resources. The organization should well comprehend the importance of networking in designing the job environment, therefore providing opportunities for employees to engage in various networking activities. The significant relationship of employees with the association of plantation managers is also essential to receive valuable information. Moreover, the organization should cultivate the development of interpersonal communication skills among employees, whereas employees can communicate effectively and develop relationships with others inside and outside the organization. Human resource management could also consider providing training on personal skill development to create better working relationships and to increase their

exposure to other people, which may enhance better understanding of their organization through networking (Lankau and Scandura, 2002).

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