

THE MODERATING ROLE OF FAMILY SUPPORT ON THE INFLUENCE OF SELF-EFFICACY AND LEADERSHIP SUPPORT ON CAREER DEVELOPMENT OF FEMALE CIVIL SERVANTS AT THE NATIONAL INSTITUTE OF HOME AFFAIRS (IPDN)



Baiq Risfa Ermianti¹
Universitas Mataram, Mataram, Indonesia
baiqrisfa28@gmail.com

Mukmin Suryatni²
Universitas Mataram, Mataram, Indonesia
mukminsurkyatni@gmail.com

Siti Nurmayanti³
Universitas Mataram, Mataram, Indonesia
mayaramli24@unram.ac.id

Abstract

This study aims to analyze the moderating role of family support on the influence of self-efficacy and leadership support on career development of female civil servants at IPDN. The study focuses on women's career development within a bureaucratic environment that tends to be hierarchical and bound by organizational regulation. This research employed a quantitative research design. The sampling technique used the Hair method that involved a total of 150 respondents consisting of female civil servants at IPDN. The data analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS version 3 software. The findings reveal that self-efficacy has the strongest influence on the career development of female civil servants. However, when strengthened by family support, the influence of leadership support on career development becomes more significant. These findings confirm that self-efficacy is the primary factor in women's career development, while family support plays an important role in strengthening the effectiveness of leadership support toward the career development of female civil servants in the bureaucratic environment.

Keywords: Career Development, Self Efficacy, Leadership Support, Family Support

INTRODUCTION

The Organizations today operate in increasingly dynamic, complex, and technologically accelerated environments. In this context, human resources (HR) function as key strategic assets whose quality directly determines organizational effectiveness and competitiveness (Dessler, 2017). Career development is a planned, continuous process aimed at enhancing the competence, skills, and readiness of employees to fulfill their roles professionally (Greenhaus, Callanan, & Godshalk, 2010). In the Indonesian civil service, Government Regulation No. 17 of 2020 mandates that career development be grounded in a merit-based system, with qualifications, competence, and performance serving as the sole criteria for position assignments free from discrimination of any kind, including gender.

Despite this regulatory framework, gender disparities in career advancement persist across the Indonesian bureaucracy. Data from the Ministry of Administrative and Bureaucratic Reform (KemenPANRB, 2022) reveal that women occupy only approximately 17% of High Leadership Positions at the Madya level and 14% at the Pratama level, despite constituting approximately 57% of the total civil servant workforce nationwide (BKN, 2023). This paradox reflects the persistence of structural, cultural, and individual barriers that constrain women's mobility toward strategic leadership positions.

This phenomenon is particularly evident at the National Institute of Home Affairs (IPDN), a strategic government institution whose mandate is to educate and train civil service cadres for central and regional governments across Indonesia. Given IPDN's role as a model for bureaucratic culture and practice, understanding the dynamics of career development within this institution is of both theoretical and practical significance. Based on IPDN's 2025 personnel data, out of 1,633 total ASN, 589 (approximately 35.4%) are women. However, their representation in structural positions remains markedly disproportionate, as shown in Table 1.

Table 1.
Academic and Structural Officials of IPDN, 2025

No	Position	Male	Female	Total
1	High Leadership Position – Madya	7	–	7
2	High Leadership Position – Pratama	23	2	25
3	Administrator	57	41	98
4	Supervisor	48	16	64
Total		135	59	194

Source: IPDN Human Resource Data, 2025

As shown in Table 1, of 194 structural positions, only 59 (30.4%) are held by female ASN. No woman occupies the highest tier (Jabatan Pimpinan Tinggi Madya), and only 2 hold Pratama-level positions. This disparity signals more than a numerical imbalance — it reflects underlying psychological, organizational, and social dynamics that merit systematic investigation.

Research consistently identifies two primary drivers of women's career development: self-efficacy, defined as an individual's belief in her capacity to execute actions required to achieve specific outcomes (Bandura, 1997), and leadership support, which encompasses the guidance, opportunities, recognition, and mentoring provided by supervisors (House, 1981). However, most existing studies treat these variables in isolation and overlook the contextual role of family support the practical and emotional resources provided by family members which may significantly moderate the translation of individual capability and organizational support into actual career outcomes.

This study addresses three specific gaps in the existing literature. First, no prior empirical study has examined these dynamics in the context of IPDN, an institution whose hierarchical, quasi-military organizational culture creates distinctive barriers to women's career advancement. Second, while previous studies such as Kuang and Wu (2021), Li et al. (2023), and Choi and Park (2024) have examined family support as a moderator but focused exclusively on married women, this study encompasses all female ASN both married and unmarried yielding a more inclusive and complete picture of how family dynamics influence career trajectories. Third, this study employs PLS-SEM, a more robust technique for moderation modeling compared to the ordinary regression methods used in most prior studies. Accordingly, this study examines: (1) the effect of self-efficacy on career development, (2) the effect of leadership support on career development, (3) the moderating role of family support on the self-efficacy–career development relationship, and (4) the moderating role of family support on the leadership support–career development relationship among female ASN at IPDN

REVIEW OF LITERATURE

Career development is a continuous process involving the planning and implementation of individual professional goals to achieve optimal growth within an organization. Greenhaus, Callanan, and Godshalk (2010) explained that career development does not merely involve promotion and rank advancement, but also includes competency improvement and work experiences that support long-term organizational and individual performance. In the context of Indonesian civil service institutions, career development is implemented through a merit-based system emphasizing competence, qualifications, and employee performance as regulated in Government Regulation No. 17 of 2020. Career development therefore becomes an important organizational mechanism for encouraging employee professionalism and institutional effectiveness.

In organizational contexts, career development is influenced by both internal and external factors. Social Cognitive Career Theory (SCCT) developed by Lent, Brown, and Hackett (1994) explains that career development is shaped by the interaction between self-efficacy, outcome expectations, career goals, and environmental support systems. This theory emphasizes that individuals who possess strong confidence in their abilities and receive adequate environmental support tend to demonstrate better career development outcomes. In this study, career development is reflected through competence development, promotion opportunities, task and role fulfillment, and individual career planning (Greenhaus et al., 2010; Siagian, 2012; Sihotang, 2006).

One of the most important internal factors affecting career development is self-efficacy. Bandura (1997) defined self-efficacy as an individual's belief in her capability to organize and execute actions required to achieve desired outcomes. In career settings, self-efficacy determines the extent to which individuals are willing to face challenges, persist in difficult situations, and pursue ambitious career goals. Hackett and Betz (1981) further explained that individuals with high self-efficacy are more likely to seek professional opportunities, demonstrate resilience, and maintain confidence in competitive work environments.

The dimensions of self-efficacy include magnitude, strength, and generality. Magnitude refers to an individual's confidence in completing tasks with different levels of difficulty, strength reflects the consistency of self-belief, and generality refers to the ability to maintain confidence across different situations and work contexts. Previous studies consistently demonstrate that self-efficacy contributes positively to women's career development. Ketchiwou and Van der Walt (2023) found that self-efficacy significantly influences women's career aspirations and professional growth. Similarly, Round et al. (2024) identified self-efficacy as a major psychological factor influencing women's leadership emergence and career advancement within organizational structures.

In addition to internal psychological factors, organizational support also plays a crucial role in shaping career development. Leadership support refers to the guidance, resources, attention, and developmental opportunities provided by supervisors to assist subordinates in achieving professional growth. House (1981) explained through Path-Goal Theory that effective leadership helps employees achieve career goals by aligning organizational direction with employee aspirations. Within bureaucratic institutions such as IPDN, leadership support becomes particularly important because supervisors possess authority over promotion recommendations, training opportunities, performance evaluation, and strategic assignments that directly affect employee career trajectories.

Leadership support is generally reflected through guidance and direction, constructive feedback, development opportunities, and recognition from supervisors (Greenhaus et al., 2010; Ragins & Cotton, 1999). Previous research has shown that leadership support positively contributes to women's career advancement. Yim, Kim, and Park (2022) found that supervisor support significantly influences women's subjective career success. McIlongo and Strydom (2021) also demonstrated that mentoring and organizational support serve as important mechanisms for improving women's career advancement within public sector institutions. Furthermore, Suryatni et al. (2024) explained that organizational and interpersonal support significantly strengthens women's leadership effectiveness and professional development.

Another important factor influencing women's career development is family support. House (1981) defined family support as emotional, instrumental, informational, and appreciation support provided by family members. In the Indonesian social context, family support becomes increasingly important for career women because they are often required to balance professional responsibilities with domestic expectations. Voydanoff (2005) explained that adequate family support enables women to manage work-family balance more effectively, thereby improving psychological well-being and career commitment. Wayne, Musisca, and Fleeson (2004) further found that family support reduces work-family conflict and positively contributes to career satisfaction.

Within the perspective of SCCT, family support functions as an environmental resource capable of strengthening or limiting the expression of individual career potential. This moderating role is also supported by Work-Family Enrichment Theory proposed by Greenhaus and Powell (2006), which explains that positive resources obtained within family environments may enhance performance and effectiveness within work settings. Women who receive strong emotional and practical support from their families therefore tend to demonstrate stronger confidence, higher work engagement, and better career adaptability.

Several previous studies have examined the moderating role of family support in the relationship between self-efficacy and career development. Kuang and Wu (2021) found that family support strengthens the influence of self-efficacy on career development by reducing career barriers experienced by women. Li, Zhang, and Chen (2023) similarly demonstrated that family support moderates the effect of self-efficacy on career adaptability among women in public sector institutions. Choi and Park (2024) further explained that spousal instrumental support amplifies the influence of self-efficacy on women's career advancement intentions.

The moderating role of family support has also been identified in the relationship between leadership support and career development. Lu, Guo, and Chen (2022) found that family support strengthens the positive influence of supportive leadership on women's career advancement. Yoon and Kim (2023) revealed that women with strong family support tend to obtain greater career benefits from leadership support compared to women with lower family support. Likewise, Alrawadieh (2024) demonstrated that family support significantly enhances the influence of supervisory support on women's career sustainability.

The synthesis of previous studies indicates that self-efficacy consistently emerges as an important internal factor influencing women's career development, while leadership support functions as a major organizational factor supporting career advancement. Family support additionally plays a significant moderating role in strengthening the influence of self-efficacy and leadership support on career outcomes. Existing studies therefore emphasize that women's career development is shaped not only by individual competencies and organizational systems but also by environmental and family-related support structures.

However, previous studies remain limited in several aspects. Most studies focus primarily on married women and are conducted within non-Indonesian organizational contexts. In addition, limited research has examined the interaction between self-efficacy, leadership support, and family support within hierarchical educational institutions such as IPDN. Existing studies also rarely include unmarried female civil servants in moderation analyses related to family support and career development. Therefore, this study aims to address these gaps by examining the influence of self-efficacy and leadership support on women's career development, with family support acting as a moderating variable within the context of female ASN at IPDN.

RESEARCH METHOD

This study employs an associative quantitative research design, which is appropriate for testing directional relationships and moderation effects among measurable latent variables (Sugiyono, 2019; Creswell, 2014). The study population comprises 589 female ASN actively employed across all IPDN campuses.

Sample size was determined based on the recommendation of Hair, Hult, Ringle, and Sarstedt (2017) that PLS-SEM requires a minimum of 10 respondents per indicator. With 15 indicators across the four latent constructs, the minimum required sample is 150 respondents (10×15). Respondents were selected through proportional simple random sampling from each campus. Within each campus, candidate names were randomly drawn from the official IPDN personnel roster using computer-generated random numbers, ensuring probabilistic selection and minimizing selection bias. The final distribution comprised 90 respondents from Jatinangor (the main campus) and 10 from each of the six regional campuses (West Sumatra, West Kalimantan, NTB, North Sulawesi, South Sulawesi, and Papua).

Primary data were collected via structured questionnaires using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) with 48 items total. The instrument underwent content validity review by two academic experts in human resource management before distribution, and a preliminary pilot test was conducted with 30 respondents to verify item reliability. Items were developed based on: self-efficacy scales adapted from Bandura (1997) three dimensions: magnitude, strength, generality (12 items); leadership support scales from Greenhaus et al. (2010) four indicators: guidance, feedback, development opportunities, recognition (12 items); family support scales from House (1981) four types: emotional, instrumental, informational, esteem (12 items); and career development scales from Greenhaus et al. (2010) and Siagian (2012) four indicators (12 items). Questionnaires were distributed electronically via Google Forms. Secondary data were obtained from IPDN's 2025 official personnel records.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS version 3 software. PLS-SEM is particularly suited to this study given its capacity to handle complex moderation structures, robustness to non-normal data distributions, and suitability for theory-building research contexts (Hair et al., 2017). Analysis proceeded in two sequential stages: (1) outer model evaluation, assessing convergent validity (outer loadings ≥ 0.70 ; AVE ≥ 0.50), discriminant validity (Fornell-Larcker criterion; HTMT < 0.90), and reliability (Cronbach's α and Composite Reliability > 0.70); and (2) inner model evaluation, testing hypotheses through bootstrapping with 5,000 resamples at a 5% significance level (t-value > 1.96 ; p-value < 0.05 , two-tailed). Predictive accuracy was assessed using R^2 and Q^2 statistics.

Research Hypothesis

This study aims to analyze the influence of self-efficacy and leadership support on career development, as well as the moderating role of family support among female civil servants at the National Institute of Home Affairs (IPDN). Based on the review of the literature and previous research, the hypotheses proposed in this study are as follows:

H1: Self-efficacy has a positive and significant effect on career development of female civil servants at IPDN.

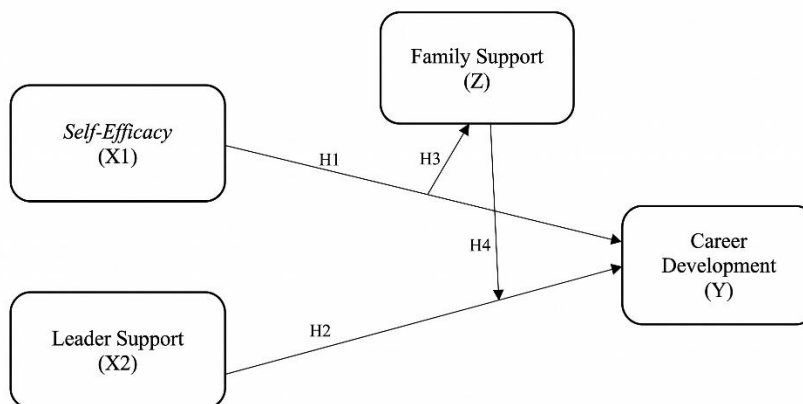
H2: Leadership support has a positive and significant effect on career development of female civil servants at IPDN.

H3: Family support moderates and strengthens the effect of self-efficacy on career development of female civil servants at IPDN.

H4: Family support moderates and strengthens the effect of leadership support on career development of female civil servants at IPDN.

Research Model

This research model describes the relationship between independent variables consisting of self-efficacy and leadership support to the dependent variable (career development), with family support acting as a moderating variable among female civil servants at the National Institute of Home Affairs (IPDN). This model can be illustrated as follows:



The image of the model of this study shows that self-efficacy and leadership support have a direct relationship with career development, while family support strengthens the relationship between the independent variables and career development. This study uses a quantitative approach with a survey method, where data is collected through questionnaires using a Likert scale. The sampling technique uses the Hair method involving 150 female ASN respondents at IPDN. The data analysis technique used is Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3 software to test both direct and moderating effects among variables. The results of this study are expected to provide deeper insights for public sector institutions, particularly IPDN, in improving gender-responsive career development policies through strengthening self-efficacy, leadership support, and family support systems for female civil servants.

RESULTS AND DISCUSSION

The following presents the complete research findings obtained through Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS version 3. The analysis encompasses descriptive statistics, measurement model evaluation, discriminant validity, hypothesis testing, model fit assessment, and moderation interpretation.

Descriptive Statistics

Respondent Characteristics

A total of 150 female civil servants (ASN) from Institut Pemerintahan Dalam Negeri (IPDN) participated in this study. The demographic profiles of the respondents are summarized in Table 1.

Table 1.
Respondent Characteristics

Category	Classification	Frequency (n)	Percentage (%)
Age			
	< 30 years	44	29.33
	31–35 years	72	48.00
	> 35 years	34	22.67
	Total	150	100.00
Education Level			
	Senior High School	1	0.67
	Diploma III	13	8.67
	Bachelor (S1/DIV)	81	54.00
	Master (S2)	52	34.67
	Doctoral (S3)	3	2.00
	Total	150	100.00
Work Experience			
	1–5 years	40	26.67
	6–10 years	58	38.67
	> 10 years	52	34.67
	Total	150	100.00
Marital Status			
	Married	140	93.33
	Single	10	6.67
	Total	150	100.00

Source: Primary data processed (2025)

Table 1 shows that the majority of respondents (48.00%) are aged 31–35 years, placing them in the early adulthood phase characterized by career establishment and family formation (Hurlock, 1989; Super, 1990). In terms of educational background, 54.00% hold a bachelor's degree (S1/DIV) and 34.67% hold a master's degree (S2), indicating a highly educated workforce with strong cognitive capacity. Regarding work experience, 38.67% have served 6–10 years, representing the establishment stage of career development according to Super's career development theory. Finally, 93.33% of respondents are married,

which makes the role of family support particularly relevant and contextually significant in examining career development dynamics.

Variable Descriptive Statistics

Each research variable was assessed using a five-point Likert scale and categorized based on the following interval criteria: 1.00–1.80 (Very Low/Very Poor), 1.81–2.60 (Low/Poor), 2.61–3.40 (Moderate/Fair), 3.41–4.20 (High/Good), and 4.21–5.00 (Very High/Very Good). The mean scores and categories for each variable indicator are presented in Table 2.

Table 2.
Descriptive Statistics of Research Variables

Indicator / Sub-Indicator	Mean	Category	Note
Self-Efficacy (X1) – Total Mean: 4.269 (Very High)			
Confidence in Task Difficulty (Magnitude)	4.295	Very High	Highest indicator
Strength of Self-Belief (Strength)	4.252	Very High	Lowest indicator
Confidence Across Situations (Generality)	4.260	Very High	
Leadership Support (X2) – Total Mean: 3.987 (High)			
Guidance and Direction	4.040	High	
Development Opportunity	4.051	High	Highest indicator
Career Information	3.862	High	Lowest indicator
Recognition and Appreciation	3.993	High	
Family Support (Z) – Total Mean: 4.380 (Very High)			
Emotional Support	4.344	Very High	Lowest indicator
Instrumental Support	4.382	Very High	
Informational Support	4.358	Very High	
Appraisal Support	4.436	Very High	Highest indicator
Career Development (Y) – Total Mean: 4.213 (Very Good)			
Competency Development	4.107	Good	
Promotion Opportunity	4.107	Good	Lowest indicator
Task and Role Fulfillment	4.387	Very Good	Highest indicator
Individual Career Planning	4.253	Very Good	

Source: Primary data processed (2025)

Based on Table 2, Self-Efficacy (X1) achieved a total mean of 4.269 (Very High), with all three indicators in the very high category. The highest-scoring indicator was confidence in handling task difficulty (Magnitude: 4.295), while the lowest was strength of self-belief (Strength: 4.252). Leadership Support (X2) recorded the lowest overall mean at 3.987 (High). The career information indicator had the lowest score (3.862), suggesting that the transparency and completeness of career information provided by leaders requires improvement. Family Support (Z) obtained the highest total mean of 4.380 (Very High), with appraisal support scoring highest (4.436), indicating that family recognition and motivational encouragement are particularly strong. Career Development (Y) achieved a total mean of 4.213 (Very Good), with task and role fulfillment scoring highest (4.387) while competency development and promotion opportunity each scored 4.107 (Good), indicating that access to competency-building programs and equitable promotion remains an area for institutional improvement.

Measurement Model Evaluation (Outer Model)

Convergent Validity and Reliability

The measurement model was evaluated through convergent validity using outer loading and Average Variance Extracted (AVE), as well as internal consistency reliability using Cronbach's alpha and Composite Reliability (CR). Based on Hair et al. (2021), an outer loading value ≥ 0.70 is acceptable, $AVE \geq 0.50$ indicates adequate convergent validity, and CR as well as Cronbach's alpha values > 0.70 confirm reliable constructs.

Table 3.
Measurement Model: Convergent Validity and Reliability

Variable	Item	Outer Loading	AVE	Cronbach's α	Composite Reliability
Self-Efficacy (X1)	X1.1	0.934	0.754	0.970	0.973
	X1.2	0.714			
	X1.3	0.868			
	X1.4	0.864			
	X1.5	0.837			
	X1.6	0.865			
	X1.7	0.907			
	X1.8	0.889			
	X1.9	0.881			
	X1.10	0.895			
	X1.11	0.878			
	X1.12	0.872			
	X2.1	0.704	0.789	0.975	0.978

Leadership Support (X2)	X2.2	0.838			
	X2.3	0.895			
	X2.4	0.898			
	X2.5	0.860			
	X2.6	0.961			
	X2.7	0.913			
	X2.8	0.911			
	X2.9	0.924			
	X2.10	0.932			
	X2.11	0.894			
	X2.12	0.906			
	Z.1	0.972			
Family Support (Z)	Z.2	0.954			
	Z.3	0.968			
	Z.4	0.957			
	Z.5	0.976			
	Z.6	0.950	0.895	0.989	0.990
	Z.7	0.956			
	Z.8	0.866			
	Z.9	0.957			
	Z.10	0.892			
	Z.11	0.944			
	Z.12	0.954			
	Y.1	0.724			
Career Development (Y)	Y.2	0.825			
	Y.3	0.806	0.727	0.965	0.969
	Y.4	0.922			
	Y.5	0.749			

Y.6	0.901
Y.7	0.872
Y.8	0.860
Y.9	0.875
Y.10	0.842
Y.11	0.927
Y.12	0.902

Source: Primary data processed (2025)

Table 3 confirms that all indicators across every variable Self-Efficacy (X1), Leadership Support (X2), Family Support (Z), and Career Development (Y) produced outer loading values above 0.700, confirming the validity of all measurement indicators. All AVE values exceeded the 0.500 threshold (X1 = 0.754; X2 = 0.789; Z = 0.895; Y = 0.727), indicating adequate convergent validity. Cronbach's alpha and Composite Reliability values for all constructs exceeded 0.700, confirming strong internal consistency and reliability. Consequently, the measurement model satisfies all validity and reliability requirements necessary to proceed with structural model evaluation.

Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker Criterion, which compares the square root of AVE (diagonal values) with inter-construct correlations. A construct has adequate discriminant validity when its AVE square root exceeds its correlations with all other constructs.

Table 4.
Fornell-Larcker Criterion for Discriminant Validity

Variable	X1	X2	Y	Z
Self-Efficacy (X1)	0.869			
Leadership Support (X2)	0.627	0.889		
Career Development (Y)	0.610	0.771	0.853	
Family Support (Z)	0.630	0.655	0.652	0.946

Source: Primary data processed (2025)

Table 4 confirms that all constructs satisfy the Fornell-Larcker criterion. Self-Efficacy (X1) has an AVE square root of 0.869, exceeding its correlations with Leadership Support (0.627), Career Development (0.610), and Family Support (0.630). Leadership Support (X2) registers 0.889, Career Development (Y) 0.853, and Family Support (Z) 0.946 all exceeding their respective inter-construct correlations. These results confirm that each construct measures a conceptually distinct dimension with no problematic overlap, thereby establishing adequate discriminant validity for the entire model.

Hypothesis Testing and Model Fit

Hypothesis testing was performed through the *bootstrapping* procedure in SmartPLS 3, generating path coefficients, t-statistics, and p-values. A hypothesis is accepted when the t-statistic > 1.96 and the p-value < 0.050 for a two-tailed test (Hair et al., 2021). Results are presented in Table 5.

Table 5.
Hypothesis Testing Results (Bootstrapping)

Relationship	Path Coefficient (β)	T-Values	P-Values	Decision
Direct Effect				
H1: Self-Efficacy (X1) $\rightarrow$ Career Development (Y)	0.407	4.954	0.000	Accepted
H2: Leadership Support (X2) $\rightarrow$ Career Development (Y)	0.397	4.516	0.000	Accepted
Moderation Effect				
H3: Self-Efficacy (X1) $\times$ Family Support (Z) $\rightarrow$ Career Development (Y)	0.138	2.196	0.029	Accepted
H4: Leadership Support (X2) $\times$ Family Support (Z) $\rightarrow$ Career Development (Y)	0.169	2.081	0.038	Accepted

Source: Primary data processed (2025)

Table 6.
Model Fit: R-Square and Q-Square

Endogenous Variable	R ²	Q ²	Interpretation
Career Development (Y)	0.797	0.327	R ² : High Q ² : Moderate

Source: Primary data processed (2025)

Direct Effect Test

The analysis confirms that self-efficacy positively and significantly influences career development among female ASN at IPDN. Self-Efficacy (X1) produced a path coefficient of 0.407 with a t-value of 4.954 and a p-value of 0.000. Since the significance value is smaller than 0.050, the first hypothesis (H1) is accepted, indicating that higher self-efficacy consistently produces better career development outcomes. Leadership Support (X2) likewise demonstrates a positive and significant effect on career development, with a path coefficient of 0.397, a t-value of 4.516, and a p-value of 0.000. Since the p-value is less than 0.050, the second hypothesis (H2) is also accepted, confirming that greater leadership support is meaningfully associated with improved career development for female ASN at IPDN.

Moderation Effect Test

The moderation analysis reveals that Family Support (Z) significantly strengthens both relationships. Family Support moderates the effect of Self-Efficacy on Career Development with a path coefficient of 0.138, a t-value of 2.196, and a p-value of 0.029. Since the p-value is below 0.050, the third hypothesis (H3) is accepted. Family Support also moderates the effect of Leadership Support on Career Development with a path coefficient of 0.169, a t-value of 2.081, and a p-value of 0.038, leading to the acceptance of the fourth hypothesis (H4). Simultaneously, the R^2 value of 0.797 is categorized as high, indicating that self-efficacy, leadership support, and family support collectively explain 79.7% of the variance in career development. The Q^2 value of 0.327 falls within the moderate category, confirming adequate predictive relevance of the model.

Simple Slope Analysis: Moderation Direction and Interpretation

To further clarify the direction and magnitude of the moderating effect of Family Support, a simple slope analysis was conducted by computing conditional path coefficients at high (+1 SD) and low (-1 SD) levels of Family Support. This approach follows the standard interaction interpretation procedure recommended by Hair et al. (2021) in PLS-SEM moderation analysis. The results are presented in Table 7.

Table 7.

Simple Slope Analysis: Effect of Family Support Moderation

Predictor Variable	High Family Support (+1 SD)	Low Family Support (-1 SD)
H3: Self-Efficacy → Career Development (moderated by Family Support)		
Self-Efficacy (X1)	$\beta = 0.545$ (stronger effect)	$\beta = 0.269$ (weaker effect)
H4: Leadership Support → Career Development (moderated by Family Support)		
Leadership Support (X2)	$\beta = 0.566$ (stronger effect)	$\beta = 0.228$ (weaker effect)

Note: Simple slope values derived from main path coefficients $\pm$ interaction term coefficient ($\beta_{\text{main}} \pm \beta_{\text{interaction}}$). High/Low = ± 1 SD of family support moderator.

Source: Primary data processed (2025)

Table 7 demonstrates that for H3, when Family Support is high (+1 SD), the path coefficient from Self-Efficacy to Career Development increases to $\beta = 0.545$ substantially stronger than the baseline direct effect ($\beta = 0.407$). Conversely, when Family Support is low (-1 SD), the effect of Self-Efficacy on Career Development diminishes to $\beta = 0.269$. This pattern confirms a positive moderation: Family Support amplifies the influence of individual self-belief on career outcomes. Female ASN with strong self-efficacy achieve markedly greater career development when they are simultaneously supported by their family environment.

For H4, when Family Support is high (+1 SD), the path coefficient from Leadership Support to Career Development rises to $\beta = 0.566$, compared to the lower conditional effect of $\beta = 0.228$ under low Family Support (-1 SD). This finding indicates that family support does not merely add to, but actively multiplies, the effectiveness of leadership support on career development. Female ASN who receive meaningful organizational guidance from their supervisors benefit significantly more when they are backed by a supportive family system. The interaction interpretation therefore confirms that family support functions as a *positive moderator* that enhances the career development impact of both self-efficacy and leadership support, an especially consequential finding for female public servants who navigate dual professional and domestic roles.

The Effect of Self-Efficacy on Career Development of Female ASN at IPDN

The results of this study demonstrate that self-efficacy positively and significantly affects the career development of female ASN at IPDN, with a path coefficient of 0.407 ($t = 4.954$; $p = 0.000 < 0.050$). This means that the higher the self-efficacy possessed by female ASN, the better their career development outcomes. The first hypothesis (H1) is therefore accepted. These results are theoretically consistent with Bandura (1997), who argues that self-efficacy determines the way individuals confront challenges, establish goals, and take initiative in career development. Self-efficacy influences the willingness of individuals to engage in demanding tasks, the level of effort they invest, and their persistence in overcoming obstacles to achieve optimal performance. Within the framework of Social Cognitive Career Theory (SCCT) by Lent, Brown, and Hackett (1994), self-efficacy constitutes the primary cognitive mechanism shaping career choice, persistence, and goal attainment. Female ASN with high self-efficacy are better positioned to capitalize on developmental opportunities while effectively managing dual role demands between professional responsibilities and domestic obligations.

Empirically, this finding aligns with research by Ketchiwou and Van der Walt (2023), who found that self-efficacy positively influences women's career advancement by encouraging them to pursue challenging roles, participate actively in competency development programs, and express their aspirations for strategic positions. Similarly, Round et al. (2024) found that self-efficacy as a dimension of psychological capital is a significant predictor of emerging leadership capacity among women. Altieri (2021) and Ye (2023) also consistently confirm that individual belief in one's competence is a strong driver of career success, particularly in hierarchical public organizations. In practical terms, IPDN must continue developing programs that reinforce the self-efficacy of female ASN through structured competency training, targeted mentoring, and recognition systems that validate professional achievements. Mastery experiences direct success in task completion represent the most influential source of self-efficacy and should be systematically embedded in the career development framework of the institution.

The Effect of Leadership Support on Career Development of Female ASN at IPDN

Leadership Support positively and significantly affects career development with a path coefficient of 0.397 ($t = 4.516$; $p = 0.000 < 0.050$). This indicates that greater leadership support consistently leads to improved career development among female ASN at IPDN, and the second hypothesis (H2) is accepted. This finding is theoretically grounded in House's (1981) Path-Goal Theory, which posits that effective leaders help subordinates achieve their goals by providing direction and support aligned with organizational objectives. In the

hierarchical bureaucratic environment of IPDN, career advancement is largely determined by assessments, recommendations, and policies set by leaders at designated structural levels. Consequently, leaders exert direct influence over whether ASN especially female ASN access developmental assignments, training, and progression toward higher-ranking positions. Leaders operate not merely as strategic decision-makers but as catalysts that open access to professional growth and strengthen individual readiness for managerial roles.

Empirically, Yim et al. (2022) found that leadership support directly and significantly influences women's career success by facilitating professional advancement and strengthening women's position in hierarchically structured workplaces. Mcilongo and Strydom (2021) demonstrated that mentoring-based leadership support serves as both a developmental strategy and an affirmative action instrument that empowers women's careers in the public sector. Park et al. (2023) further confirmed that supportive leadership enhances organizational effectiveness for female managers. Practically, IPDN leaders must improve the quality and transparency of career information dissemination, as the career information indicator showed the comparatively lowest score among the four leadership support dimensions (mean = 3.862). Systematic mentoring, constructive performance feedback, and equitable access to strategic assignments are key mechanisms through which leadership support translates into tangible career advancement for female ASN.

The Moderating Role of Family Support on the Effect of Self-Efficacy on Career Development of Female ASN at IPDN

Family Support (Z) significantly moderates the effect of Self-Efficacy (X1) on Career Development (Y), with a path coefficient of 0.138 ($t = 2.196$; $p = 0.029 < 0.050$). The simple slope analysis further confirms that the effect of self-efficacy increases from $\beta = 0.269$ under low family support to $\beta = 0.545$ under high family support a difference of 0.276. This demonstrates that family support does not merely supplement self-efficacy but substantially amplifies its career development impact. The third hypothesis (H3) is accepted. This moderation is theoretically explained by SCCT (Lent, Brown, & Hackett, 1994), which emphasizes that career development is shaped by dynamic interactions among personal factors, behavior, and environmental context. Family support operates as a contextual environmental factor that activates and amplifies self-efficacy a personal factor in driving career outcomes. For female ASN who are predominantly married and in the early-to-middle adulthood phase (31–35 years), family support provides emotional stability, instrumental assistance in domestic task management, and informational guidance for career decision-making. These resources create a more conducive psychological condition that enables female ASN to fully translate their self-belief into career action.

Empirically, Kuang and Wu (2021) found that women with high self-efficacy have greater career development opportunities, and this effect increases significantly when strong family support is present. Li, Zhang, and Chen (2023) demonstrated that family support moderates and strengthens the relationship between self-efficacy and career adaptability among female public sector workers. Choi and Park (2024) confirmed that family support — particularly instrumental spousal support significantly amplifies the influence of self-efficacy on career advancement intentions.

From a practical standpoint, IPDN should design institutional policies that acknowledge the family dynamics of female ASN. Balanced shift scheduling for female praja supervisors, family leave provisions, and potential on-site childcare facilities would alleviate

the domestic burden and create conditions in which self-efficacy can more fully manifest as career achievement.

The Moderating Role of Family Support on the Effect of Leadership Support on Career Development of Female ASN at IPDN

Family Support (Z) significantly moderates the effect of Leadership Support (X2) on Career Development (Y), with a path coefficient of 0.169 ($t = 2.081$; $p = 0.038 < 0.050$). The simple slope analysis reveals that the effect of leadership support rises from $\beta = 0.228$ under low family support to $\beta = 0.566$ under high family support a difference of 0.338 indicating that family support powerfully enhances the return on leadership investment. The fourth hypothesis (H4) is therefore accepted.

This finding is theoretically grounded in Work-Family Enrichment Theory (Greenhaus & Powell, 2006), which asserts that resources from the family domain can enrich functioning in the work domain. When female ASN receive adequate family support in the form of emotional encouragement, instrumental assistance, and motivational reinforcement, their psychological resources are enriched making them more receptive, responsive, and capable of capitalizing on developmental opportunities provided by leadership. Leadership support provides direction, access, and career facilitation, but its effectiveness is maximized when female ASN possess the emotional stability and motivational foundation derived from a supportive family environment.

Empirically, Lu, Guo, and Chen (2022) found that family support strengthens the relationship between supportive work environments including supportive leadership and women's career advancement, because family stability enhances responsiveness to organizational support. Yoon and Kim (2023) demonstrated that female public sector employees with higher family support experience stronger positive effects of leadership support on career engagement. Alrawadieh (2024) further confirmed that supervisory support has a strong effect on women's career sustainability, and this effect increases substantially when family support is high. Practically, IPDN should recognize that the effectiveness of leadership support policies is not uniform but is contextually moderated by each female ASN's family environment. Leaders should adopt approaches that acknowledge the intersection of professional development and family responsibilities for example, through participatory decision-making forums for female employees, systematic career counseling services, and family-inclusive organizational communication strategies. The integration of strong leadership support with a supportive family context creates a synergistic effect that drives equitable and optimal career development for female ASN at IPDN.

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