Benefits of Career Adaptability and Job Crafting on Career Success of Indonesian Workers during Pandemic

Manfaat Career Adaptability dan Job Crafting pada Kesuksesan Karir Pekerja Indonesia dalam Masa Pandemi

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Abstract: In early 2020, Indonesia entered a period of crisis due to the global pandemic caused by the Covid-19 virus. According to Indonesia Central Bureau of Statistic on 2020, many workers experienced being laid off and fired during this incident. This causes them experience a decrease in income, changes in jobs, and hampered in career success. Workers can be successful in their career in this pandemic if they are able to adapt and overcome all problems resulting from work environmental change with career adaptability, and by proactively modify and designing their work somehow along with creating a suitable work environment for his interest, skills and competencies through job crafting. This research is a quantitative study with multiple regression analysis which aims to predict career adaptability and job crafting to career success in Indonesian workers during the pandemic. This study indicates that career adaptability and job crafting are predictors of career success for Indonesian workers during the pandemic. Career adaptability is illustrated as a person's commitment to exploring and planning his future career, which make him able to withstand difficult circumstances when faced with decisions and challenges in their career. Besides that, job crafting has benefits to help employees to form work-related behaviors and facilitate them to achieve success. The effective contribution given by the two predictors is 33.9%. Career adaptability and job crafting are proven have been beneficial for Indonesian workers to create their respective career successes during this pandemic period.

Keywords: *career adaptability*; *job crafting; pandemic*

Abstrak: Pada awal tahun 2020, Indonesia memasuki masa krisis akibat pandemi global sebagai akibat dari menyebarnya virus Covid-19. Menurut Badan Pusat Statistik tahun 2020, banyak pekerja yang mengalami PHK dan dirumahkan dalam peristiwa ini. Hal ini menyebabkan mereka mengalami penurunan pendapatan, perubahan pekerjaan, dan terhambat dalam kesuksesan karirnya. Pekerja dapat menciptakan kesuksesan karir selama pandemi jika mereka mampu beradaptasi dan mengatasi semua masalah yang diakibatkan oleh perubahan lingkungan kerja dengan *career adaptability*, serta secara proaktif memodifikasi dan merancang pekerjaan mereka bersamaan dengan menciptakan lingkungan kerja yang sesuai untuk minat, keterampilan dan kompetensinya melalui *job crafting*. Penelitian ini merupakan penelitian kuantitatif dengan analisis regresi berganda yang bertujuan untuk memprediksi *career adaptability* dan *job crafting* terhadap

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kesuksesan karir pekerja Indonesia pada masa pandemi. Hasil penelitian ini menunjukkan bahwa *career adaptability* dan *job crafting* merupakan prediktor keberhasilan karir tenaga kerja Indonesia pada masa pandemi. *Career adaptability* digambarkan sebagai komitmen seseorang untuk mengeksplorasi dan merencanakan karirnya di masa depan, yang membuatnya mampu bertahan dalam keadaan sulit ketika dihadapkan pada keputusan dan tantangan dalam karirnya. Selain itu, *job crafting* memiliki manfaat untuk membantu karyawan membentuk perilaku terkait pekerjaan dan memfasilitasi mereka untuk mencapai kesuksesan. Kontribusi efektif yang diberikan oleh kedua prediktor tersebut adalah 33,9%. *Career adaptability* dan *job crafting* terbukti bermanfaat bagi tenaga kerja Indonesia untuk menorehkan kesuksesan karir masing-masing selama periode pandemi ini.

Kata Kunci: *career adaptability*; *job crafting;* pandemi

Introduction

At the beginning of 2020, to be precise in March, Indonesia entered a crisis period due to the global pandemic caused by the Covid-19 virus. A pandemic, according to WHO, is the spread of a virus or disease that occurs globally. The impact of this pandemic is experienced by all aspects of life including changes in social life arrangements and decreasing economic performance. According to Indonesia Central Bureau of Statistic (Badan Pusat Statistik, 2020), Indonesia has a very dense population with an active workforce of 131.03 million people and around 39.84% are employees. The enactment of regulations in various regions to reduce the effects of this pandemic has a profound impact on the business sector, which organizational operations that are forced to limit their activities. As many as 8.76% of organizations stopped operating and 24.31% operated at reduced capacity. Moreover, as many as 35.56% of companies chose to reduce their workforce, 8 out of 10 companies experienced a decrease in demand from clients, and around 50% of companies experienced financial problems related to employees and operations (Badan Pusat Statistik, 2020).

The impact of the pandemic on the organizational sector directly affects workers in Indonesia. Based on a survey conducted by one of Indonesia's media, the pandemic in Indonesia has an impact on jobs and careers by 42 to 45% (Kurniawan, 2020). As many as 22.74% of workers did not work during this pandemic, 18.34% of workers were laid off and 2.52% were dismissed. On the other hand, workers who are still working as well as those who are sent home admit that their income has decreased (Badan Pusat Statistik, 2020). Those various impacts on people jobs and careers also affect the career success of workers in Indonesia. Employees who have experienced a decrease in income and changes in their jobs, resulting difficulties for them to achieve career success during this pandemic.

Career itself is defined as a sequence of attitudes and behavior of a person regarding activities, activities, related behaviors, values and aspirations, as well as everything that is inside and outside of work that forms a person's life span (Yarnall, 2008). Then the term success

can be interpreted as an achievement of the desired goal, whether it includes objective things that show tangible results or subjective things such as satisfaction with one's achievements. Personal growth and continuous learning are believed to explain one's career success, so that success in career can be interpreted from individual perceptions of career progress and satisfaction (Greenhaus et al., 2010)

Career success is defined as a person's real or perceived achievement that is accumulated from their work experience (Judge & Kammeyer-Mueller, 2007). There are two components to career success, that is tangible career success and subjective career success. Income is an indicator of tangible career success, so a decrease in income that is felt by most workers in Indonesia can interfere with their successful career achievement. On the other hand, subjective career success can be seen from job satisfaction, pride in one's career and a comfortable work environment. Several studies conducted state that the continuation of this pandemic has a very negative impact on one's work and career (Akkermans et al., 2020; Guan et al., 2020). This is also supported by a preliminary study in this research conducted on 33 workers in Indonesia. As many as 76% admit that they have not or have not achieved career success during this pandemic. The conclusion of the survey results shows that this pandemic period hindered the success of most respondents in their jobs and careers.

Spurk et al. (2019) explain that work and its environment can determine a person's success. Various changes in the work and its environment have occurred at this time, starting from the work location "working from home", the existence of physical distancing, to changes in aspects of the work itself is not an easy matter. For this reason, full dedication to work activities is needed with the aim that the employee's job and career can go well (Kaushik & Guleria, 2020). Employees can achieve their success in career with career adaptability. Career adaptability refers to an individual's ability to adapt with work demand and the diversity of the changing work environment (Savickas, 2012). The intended adaptation includes the attitudes, competencies, and behaviors that individuals use to display desired performance in the organization.

There are four components of career adaptability that have been made by Savickas, namely career concern, career control, career curiosity, and career confidence (Savickas & Porfeli, 2011). Employees who have career adaptability will show their concern for their current and future work and career, so that they have a strong plan ahead for their career. He is in control of his career which is shown in decision making and responsibility for his work and career, and also actively exploring and fulfilling curiosity regarding aspects of one's work and career. In addition, employees with career adaptability have strong self-confidence in achieving their career goals and success.

Career adaptability resources are the strength or capacity of a person's self-regulation which makes him able to solve unfamiliar, complex and unclear work problems. This does not only exist in the inside of individual, but how the individual's role in a certain environment (Savickas & Porfeli, 2011). Employees who have high career adaptability are more likely to achieve career success (Haibo et al., 2018), because someone who cares and is able to prepare

well for their career will tend to be more successful in the goals they want to achieve (Zacher, 2015). Activeness in finding out work and career related information is such a positive value, especially in this pandemic situation. The desire to always renew and develop himself will help him to feel safe and comfortable at work, so that he will be happier and more satisfied with his career (Zacher, 2014, 2015).

Apart from career adaptability, employees can also achieve career success by taking an active role in modifying their work through job crafting (Akkermans & Tims, 2017). The definition of job crafting is described as a process where employees proactively design their work in such a way and create a work environment that matches their interests, skills and competencies. In other words, employees make creative efforts and take the initiative to develop their own jobs in response to the job changes they experienced during the pandemic. Employee involvement in designing a suitable work environment is important, because it can create an optimal work environment, monitor job characteristics and if necessary, intervene to prevent negative results such as decreased motivation and deteriorating performance (Tims et al., 2015).

The job crafting component is described by Tims et al. (2012) into four aspects, namely increasing work resources structurally and socially, increasing the demands of challenging jobs, and reducing the demands of obstructing jobs. In increasing the level of work resources, it can be done by continuing to learn new things, develop their abilities and seek social support and feedback that can be obtained at work. Regarding increasing work demands, it can be done by being more involved in challenging work projects, avoiding unclear roles, and also avoiding work conflicts. Someone who does job crafting is motivated to overcome all challenges in his job, so this is an important step to do during the pandemic period in order to achieve success.

Adjustments to work and one's self are the main characteristics of employees who perform job crafting. Employees will be more open to developing themselves and maximizing existing resources to keep performing well. A person who is actively investing in his career and developing his abilities and skills will be more likely to achieve career success (Järlström et al., 2020). Employees who always adjust their abilities, skills and competencies to work will be more successful in their jobs and careers (Plomp et al., 2016). Therefore, it can be concluded that by doing job crafting, employees are more likely to perceive career success positively than employees who do not.

Career success is important and coveted by all workers, but it is a big challenge in today's conditions. Career success is a concept that is influenced by several factors, that is their ability to do career adaptability and their efforts to do job crafting. Achieving success can be done with individual's adaptability in a changing work condition. Employees who are able to adapt to their careers will be able to overcome all career challenges, so that they are more prosperous and satisfied with their careers (Haibo et al., 2018; Kardafi & Rakhmawati, 2017). Besides that, career success can also be created through employees' efforts in doing job crafting. Employees who actively design their work according to their current abilities and work environment will have a greater chance of achieving career success than employees who are not.

Based on the explanation above, achieving career success for employees during this pandemic can be done in two ways, that is by having career adaptability and job crafting. The hypothesis proposed in this study is career adaptability and job crafting are predictors of career success.

Method

This research is a quantitative study using two types of variables, namely the independent variable as a predictor namely career adaptability and job crafting, and the dependent variable as the criteria namely career success. Operational definition of career adaptability is an individual's resources in preparing themselves to cope with their current and future duties and work, solving various complex and unexpected problems in their job roles that will occur due to changes in the environment and working conditions, which consists of aspects of career concern aspects, career control, career curiosity, career confidence. Career adaptability will be measured using a career adaptability scale. Operational definition of job crafting is the individual's ability to always be able to show a proactive behavior in balancing job demands and work resources, which consists of aspects of increasing work resources structurally, increasing work resources socially, increasing the demands of challenging jobs, and reducing obstructing job demands. Job crafting will be measured using the job crafting scale. Operational definition of career success is an individual's perception of tangible and perceived achievements, which is accumulated from their work experience, which consists of aspects of tangible career success and subjective career success. Career success will be measured using a career success scale.

The population targeted in this study were workers in Indonesia at a time when Indonesia was experiencing the impact of the Covid-19 pandemic. According to Indonesia Central Bureau of Statistic on 2020, the total working population is around 12 million workers. The population that is too large does not allow the researcher to examine it entirely, so a sample is taken from the population. The sampling method uses non probability sampling, with quota sampling technique. Quota sampling is a sampling technique that takes sample with the same characteristics as the population until the desired quota is met (Sugiyono, 2007). The sample quota expectation in this study is about 250 respondents. The characteristics of the population in this study are: (1) Employees aged 18 years and over, in accordance with Indonesia's Constitution No. 13 of 2003, (2) employees who have at least a high school or vocational high school education in order to respond appropriately to the questionnaire, and (3) the individual who works in an organization or company located in Indonesia.

The data collection is using psychological scale with a Likert scale model. Items on a scale consist of five alternative answer choices, there are very unsuitable (STS) = score 1, unsuitable (TS) = score 2, neutral (N) = score 3, suitable (S) = score 4, and very suitable (SS) = score 5. The scales used in this research are as follows.

1. Career success

The Career Success scale used in this study is modified from Lakshmi and Sumaryono (2019) which refers to the career success theory of Judge & Hurst. Modifications were only made to remove the hospitality context used in the study. The distribution of items on the career success scale is as follows:

Table 1. Blueprint of Career Success Scale

No.	Aspects	Items	Total
1	Tangible Career Success	2, 4, 6, 8, 10, 12, 14, 16, 18, 20	10
2	Subjective Career Success	1, 3, 5, 7, 9, 11, 13, 15, 17, 19	10
	Total		20

2. Career Adaptability

The Career Adaptability Scale was adapted from Savickas Career Adapt-Ability Scale (CAAS) which refers to his career adaptability theory (Savickas & Porfeli, 2011). The distribution of items on the career success scale is as follows:

Table 2. Blueprint of Career Adaptability Scale

No.	Aspects	Items	Total
1	Career Concern	1,2,3,4,5,6	6
2	Career Control	7,8,9,10,11,12	6
3	Career Curiosity	13,14,15,16,17,18	6
4	Career Confidence	19,20,21,22,23,24	6
	Total		24

3. Job Crafting

The Job Crafting Scale used in this study is an adaptation from Sari and Sumaryono (2018) research which refers to the theory of Tims et al., 2012. The distribution of items on the career success scale is as follows:

Table 3. Blueprint of Job Crafting Scale

No.	Aspects	Items	Total
1	Increasing Work Resources Structurally	1,2,3,17,19	5
2	Increasing Work Resources Socially	3,8,9,13,16	5
3	Increasing The Demands Of Challenging Jobs	5,7,11,18,20	5
4	Reducing Obstructing Job Demands	6,10,12,14,15,21	6
	Total		21

The research procedure was carried out in 3 stages, namely research preparation, data collection and data analysis. Data analysis in this study used statistical analysis, which are descriptive and inferential statistics. Before analyzing the data, the validity and reliability of the research scale were tested earlier. The method of data analysis of the research results was carried out by multiple regression. This method was chosen to predict the condition (rise and

fall) of the criterion variable, if there are two or more predictor variables being manipulated (increase and decrease in value) (Sugiyono, 2007). Multiple regression in this study involves one criterion variable, namely career success, and two predictor variables, namely career adaptability and job crafting.

Result

This study first tested the measuring instrument (scale) used with validity and reliability test. The validity test in this study was carried out by content validity with rational analysis. The test was continued with the trial of research instrument (scale) on November 2020. There are 40 participants used who have the same characteristics as the characteristics of the study population. This research instrument tryout aims to see the reliability and the item function alignment test which is stated by the total item correlation value (rix) with a limit of ≥ 0.30, because the total item correlation value between 0.30 to 0.50 is considered to have made a good contribution (Azwar, 2012).

Based on the results of the research scale tryout analysis, it was found that first the career success scale had a reliability value of 0.943 with a total moving item correlation value from 0.381 to 0.861. second, the career adaptability scale had a reliability value of 0.940 with a total moving item correlation value from 0.410 to 0.810. Third, the job crafting scale had a reliability value of 0.912 with a total moving item correlation value from 0.377 to 0.721. Based on the analysis results of the three scales, it was found that there were no items that had a value below the determined standard, so there were no items that were taken off the scale.

The research was then continued with research data collection at the beginning of November 2020 to January 2021. The number of scales collected was 249 scales, therefore this study used 249 participants. The participants of this study have characteristics that are in accordance with the study population. Based on the data collection obtained, the following descriptive analysis was carried out as follows:

Table 4. Data Demography Respondent

Data Demography Respondent		Frequency (f)	Percent
Age	18-20	33	13.3%
	21-30	179	71.9%
	31-40	27	10.8%
	41-49	10	4.0%
Gender	Female	176	70.7%
	Male	73	29.3%
Occupational	Private sector	209	83.9%
	State Owned Corporation (BUMN)	23	9.2%
	Public servant	17	6.8%
Education	Senior High School/ Vocational High School	61	24.5%
	Diploma	19	7.6%
	Bachelor	129	51.8%
	Magister	39	15.7%
	PhD	1	0.4%

Table 5. Description of Research Data

Variables	N	N of item	Hypothetical Data				Empirical Data			
			Score				Score			
			Min	Max	Mean	SD	Min	Max	Mean	SD
KK	249	20	20	100	60	13,33	33	100	75.48	13.911
CA	249	24	24	120	72	16	54	120	104.72	12.936
JC	249	21	21	105	63	14	47	105	87.00	12.192

Explanation:
KK: Career Success; CA: Career Adaptability; JC: Job Crafting

On table 4, using descriptive statistics can be seen the description of the demographic data of research subjects based on age, gender, occupational and education. Further on table 5 describes the hypothetical and empirical data from each scale. The hypothetical mean or theoretical mean is the average of the research scores obtained from the center of the scale. Meanwhile, the empirical mean is the average research score obtained from the subject data in the field (Sugiyono, 2007). On the Career Success scale the hypothetical mean (60) is smaller than the empirical mean (75.48), this means that on average the participants have high career success. On the Career Adaptability scale the hypothetical mean (72) is smaller than the empirical mean (104.72), this also indicates that the average participants have high Career Adaptability. Last, on the Job Crafting scale also had the same result. The hypothetical mean (63) is smaller than the empirical mean (87.00), this indicates that the average participants have a high Job Crafting ability.

The categorization of study scores was carried out using hypothetical means and standard deviations. The following is a formula in the categorization of research scores.

Table 6. Categorization Formula of Research Scores

Categorization Formula	Score Categorization
$X \leq (\mu - 1{,}5\,\sigma)$	Very Low
$(\mu - 1{,}5\,\sigma) < X \leq (\mu - 0{,}5\,\sigma)$	Low
$(\mu - 0{,}5\,\sigma) < X \leq (\mu + 0{,}5\,\sigma)$	Medium
$(\mu + 0{,}5\,\sigma) < X \leq (\mu + 1{,}5\,\sigma)$	High
$(\mu + 1{,}5\,\sigma) < X$	Very High

Explanation: μ: Mean; σ: Deviation Standard (SD)

Based on the formula in the table above, the score categorization is carried out on the three scales. First on the Career Success scale, it was found that most of the subjects had a very high career success rate of 98 people (39.4%) and subject who has a high career success rate as many as 92 people (36.9%). This means that most subjects in this research perceive that they have been successful in their work and career. Second on the Career Adaptability scale, it was found that most of the subjects had a very high career adaptability as many as 186 people (74.7%). The high level of career adaptability in the subject indicates that most subjects can adapt to the demands that occur in their work and environment, especially during this pandemic. Lastly, on the Job Crafting scale, it was found that most of the subjects had a very high level of job crafting as many as 132 people (53%) and a high level of job crafting of 94

people (37.8%). This indicates that most subjects on this research are able to design and manage their work well.

After analyzing descriptively, this study will perform data analysis with inferential statistics. However, before analyzing the research data, this study earlier tested the assumptions test using normality, linearity and multicollinearity tests. Normality test was carried out using Kolmogorov Smirnov (KS) with the results of the Career Success variable has a p value of 0.063 (p> 0.05), Career Adaptability p value is 0.000 (p <0.05), and Job Crafting p value is 0.04 (p <0.05). Referring to (Vaus, 2002), social research that takes a sample size of more than 100 can be ascertained that have a normal data distribution. Therefore, it can be concluded that the variables of Career Success, Career Adaptability, and Job Crafting have normal data distribution. Furthermore, the linearity test results can be seen in the following table.

Table 7. Linearity Test Result

Variable	F	P	Requirement	Explanation
KS (Y) * CA (X1)	1.247	0.153	p > 0,05	Linier
KS (Y) * JC (X2)	0.980	0.514	p > 0,05	Linier

Explanation:
KK: Career Success; CA: Career Adaptability; JC: Job Crafting

Based on the linearity test result, it can be seen that the Career Adaptability variable has a significance value of 0.153 (p> 0.05), as well as the Job Crafting variable which has a significance value of 0.980 (p> 0.05). This indicates that both Career Adaptability and Job Crafting variables each have a linear relationship with the Career Success variable.

Furthermore, the multicollinearity test was carried out on the research data. This assumption test is carried out to see whether the regression model finds a correlation between the predictor variables, because a good regression model should not have a correlation between the predictor variables. The multicollinearity that occurs in the model can be seen from the tolerance value <0.01 and the VIF (variance inflation factor) value that is greater than 10. The multicollinearity test results can be seen in the following table.

Table 8. Multicollinearity Test result

Variable	Tolerance	VIF
Career Adaptability	0.316	3.169
Job Crafting	0.316	3.169

Based on the multicollinearity test, the tolerance value for the two variables was above 0.1, specifically 0.316 and the VIF value of the two variables below 10, specifically 3.169. This shows that the regression model used does not show any symptoms of multicollinearity between the Career Adaptability and Job Crafting variables.

After all the assumption test is completed, then hypothesis testing is done to prove whether the hypothesis proposed in the study is rejected or accepted. Hypothesis testing is done by using multiple regression analysis method with the help of SPSS IBM Statistic.

Following are the results of multiple linear regression analysis consisting of the regression line significance test, the individual parameter significance test, and the amount of the predictor variable's contribution to the criterion variable.

Table 9. The Regression Line Significance Test

	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	16250.712	2	8125.356	62.969	.000[b]
	Residual	31743.417	246	129.038		
	Total	47994.129	248			

a. Dependent Variable: CareerSuccess
b. Predictors: (Constant), JobCrafting, CareerAdaptability

The regression line significance test is conducted to determine whether the regression model can be used to predict the criterion variable, as well as to show whether the predictor variables included in the regression model have a relationship with the criteria variable. If the significance value is less than 0.05 (p <0.05), then the regression model can be trusted to predict the contribution of the predictor variable to the criterion variable. In table 9 it can be seen that the value of F score is 62.969 with a significance value of 0.000 (p <0.05). This shows that the hypothesis in this study is accepted, that the Career Adaptability and Job Crafting variables together have an effect on the Career Success variable. It can be concluded that Career Adaptability and Job Crafting are predictors of Career Success.

Table 10. The Individual Parameter Significance Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	12.966	5.911		2.194	.029
Career Adaptability	.201	.099	.187	2.021	.044
Job Crafting	.477	.105	.418	4.529	.000

a. Dependent Variable: CareerSuccess

The individual parameter significance test result shows how far the predictor variables individually influence the criterion variable by taking into account the existence of other variables in the model. In table 10, it is explained that the regression coefficient (B) can be seen the relationship direction between the predictor variables together. In column B (Unstandardized Coefficients) the career adaptability and job crafting variables show a regression coefficient of (+) 0.201 and (+) 0.477. A positive sign means a unidirectional relationship, meaning that the higher the career adaptability and job crafting, the higher the career success.

In the significance column (Sig), it can be seen that both the career adaptability and job crafting variables have a significance value below 0.05 (p <0.05). This shows that the career adaptability and job crafting variables have a significant influence on the Career Success variable. The effect that occurs is believed to be a causal relationship and not a random symptom. This means that if there is an increase of 1 value in the career adaptability and job crafting variables, there will be an increase in the career success variable. This can be seen by

the regression equation function as Y = a + b X1 + b X2, namely Y = 12,966 + (0.201) X1 + (0.477) X2.

The next analysis is the effective contribution of the predictors to career success. This means the amount of effective contribution that the two predictor variables have on the criterion variable, which can be seen in the following table.

Table 11. Effective Contribution of Career Adaptability and Job Crafting to Career Success

Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	.582[a]	.339	.333	11.360

a. Predictors: (Constant), JobCrafting, CareerAdaptability

In table 11, it can be seen that the R Square column shows the number 0.339 or 33.9%. This means that the Career Adaptability and Job Crafting variables together can contribute 33.9% to the Career Success variable, while the remaining 66.1% is influenced by other variables outside the research. The amount of effective contribution from each predictor variable to the criterion variable can also be seen by multiplying the Beta and Zero Order values (correlation values) between variables. The following is the effective contribution of each variable.

Table 12. Effective Contribution of Each Variables

Model	Unstandardized Coefficients		Standardized Coefficients	Correlations
	B	Std. Error	Beta	Zero Order
(Constant)	12.966	5.911		
Career Adaptability	.201	.099	.187	.532
Job Crafting	.477	.105	.418	.572

Based on table 12, displayed the Beta and Zero Order values of each predictor variable. The effective contribution of the Career Adaptability variable to the Career Success variables partially is 0.1069 or 10.69%. Meanwhile, the Job Crafting variable to the Career Success variable has a partially effective contribution of 0.2728 or 27.28%.

Apart on hypothesis testing, this study also conducted additional analysis by analyzing comparative test on gender and occupational demographic data. A comparative test was carried out, notice the demographic data is quite unequal, to compare whether there were differences between the gender and the type of occupational on career success among workers in Indonesia. On gender demographic data, comparative test conducted with the Independent Sample T-Test, the results obtained a significance value of 0.396 (p> 0.05), meaning that there is no significant difference between the career success of male and female workers in Indonesia. Likewise, the same result found with occupational demographic data. Based on the comparative tests conducted with One Way Anova, a significance value of 0.214 (p> 0.05) was produced, meaning that there was no significant difference between the career success of workers who worked in the private sector, state owned corporation and public servant in Indonesia.

Discussion

Based on the data analysis carried out with multiple regression, it can be stated that the hypothesis of this study is accepted, specifically Career Adaptability and Job Crafting are predictors of Career Success in Indonesian workers. The acceptance of this hypothesis can be seen from the regression line significance test which shows the F value in the regression line significance test in table nine, with a significance value as standardized. This shows that career adaptability and job crafting together have a significant role in the career success of Indonesian workers during the pandemic. The relationship that occurs between career adaptability and job crafting to career success is a positive relationship, meaning that the higher a person's career adaptability and job crafting are, the higher their career success will be.

The contribution of the career adaptability and job crafting variables on career success is thirty three point nine percent. Apart from being simultaneously, each variable can also have its effect independently. Nevertheless, although they can play a role independently, the two variables can play a bigger role when simultaneously predicting career success in Indonesian workers during the pandemic. Additional analysis was also carried out on the demographic data because its comparison is quite unequal, however the result was not proven. It was found that there is no difference in career success between male and female worker in Indonesia during this pandemic, as well as there's no difference in career success between all three occupational type such as, private, state-owned companies (BUMN) and public servants' sectors. Therefore, career success is perceived equally in terms of gender and occupational type in Indonesian worker during the pandemic.

The findings obtained in this study regarding the role of career adaptability on career success are in line with research conducted by Haenggli and Hirschi (2020), Mahardika and Kistyanto (2020), Haibo et al. (2018), Zacher (2014). It is important for an employee to have a career adaptability in order to be able to face the demands of a changing work environment. Career adaptability allows employees to continue to show their efforts in the face of job demands, thus leading them to produce good performance and achieve success in their career. Furthermore, the findings regarding the role of job crafting on career success are in line with the research conducted by Yoon et al. (2019), Setyawan (2019), Cenciotti et al. (2017), as well as Akkermans and Tims (2017). Employees who perform job crafting are able to adjust to their work by always being open to learning new things and optimizing existing resources to produce good performance. This gives him a greater chance of career success.

This research takes the context of the Covid-19 pandemic that is currently happening in Indonesia. This pandemic caused huge losses to both the Indonesian nation and its people. Many companies have experienced a decrease in turnover and even some have stopped operating (Badan Pusat Statistik, 2020). The impact felt on Indonesian workers is around forty five percent (Kurniawan, 2020), including those who do not work, laid off, sent home, or work from home (Badan Pusat Statistik, 2020). Many changes and challenges caused by this pandemic can reduce the career success of existing workers in Indonesia. Therefore, efforts are

needed for Indonesian workers to be able to maintain a successful career, especially in the midst of a pandemic.

Based on the results of this study, it was found that the career success of Indonesian workers could be enhanced by career adaptability. It can be concluded that career adaptability has a beneficial impact on employee's career success. Career adaptability refers to the ability that individuals have to be able to adapt to the demands of work and the variety of work environments that are constantly changing (Savickas, 2012). The intended adaptation includes the attitudes, competencies, and behaviors that individuals use to cope with demands and display appropriate performance results in the organization. Career adaptability resources are the strength or capacity of a person's self-regulation which makes him able to solve unknown, complex and unclear work problems (Savickas & Porfeli, 2011). A person who has a high career adaptability will feel positive benefits to get an increase in their career success (Mahardika & Kistyanto, 2020).

Career adaptability is closely related to one's adaptability where a worker who has career adaptability will have high self-confidence and optimism about his career. This is illustrated by the activity of a person in finding out information and knowledge related to his career. A great sense of care and control over his career makes him better prepared for the career changes that are ahead. Employees with high career adaptability will be more confident if faced with the difficulties that might result, especially in a crisis situation due to the Covid-19 pandemic. High career adaptability creates a sense of security in employees about their work and careers (Spurk et al., 2016), so that they will be more satisfied and happier in their work. In other words, he will feel subjective career success (Haenggli & Hirschi, 2020).

The other benefits felt by someone who has a career adaptability is that he is commit to do exploration and planning his career in the future. This ability will later build the career identity of each person to maintain and cultivate his career. He will optimistically able to withstand difficult circumstances even when faced with decisions and challenges in his career (Buyukgoze-Kavas, 2016). Especially in a midst of pandemic, this is very important. Someone who looks after his career will feel more secure, because he knows where to lead his work and career in the future. Important benefits possessed by someone with a career adaptability is that he will experience an increase in his career level in the future, enabling him to achieve career success.

During this pandemic, it is important for a worker to overcome existing challenges and achieve their success respectively. A person's ability to overcome challenges and to be able to continue to strive for their best efforts to achieve success can also be done by job crafting. Job crafting can be defined as the ability of employees to proactively design jobs in such a way and create a work environment that suits their interests, skills and competencies (Wrzesniewski & Dutton, 2001). In other words, employees always voluntarily increase their interest and ability to display work that is in accordance with the organization. Employees' efforts to develop themselves and learn new things related to job changes will help them overcome work

challenges during the Covid-19 pandemic. Job crafting has benefits to help employees to form work-related behaviors and facilitate them to achieve success (Setyawan, 2019).

Research conducted by Cenciotti et al. (2017) supports the findings by stating that the job crafting abilities of employees can lead to subjective and tangible career success. Employees who do job crafting can arrange their work to be more in line with their views on work. This strategy is an adjustment made by employees to work and themselves. As a result, employees will view their work in a more meaningful way. Someone who gives meaning to their work will perceive their work and career to be happier and more satisfying. One's job satisfaction is an important indicator of subjective career success. In addition, usefulness of job crafting can increase employee effectiveness in the workplace. He is able to change job characteristics and create a smarter and more challenging work environment, and increase work motivation and involvement in work (Tims et al., 2012). This shows that employees who do job crafting tend to have better performance than other employees, so they will tend to be evaluated more positively at work. Performance and positive organizational evaluation of employees will have an impact on remuneration, benefits and promotions which are indicators of tangible career success.

Based on the research findings, it was concluded that in predicting career success, the role of job crafting was bigger compared to career adaptability. This shows that a person's career success can be realized more from a person's ability to design their work in such a way as their views. The role of job crafting is also very much needed, especially in this pandemic, because in this condition there are changes in the work environment and the work itself. This condition has changed the way people work with travel restrictions, remote work, new work procedures, or the term new normal which requires social distancing in the workplace (Sulistiyorini & Zahra, 2021). Laker et al. (2020) state that this condition makes employees less attached to their work, making them less satisfied with their jobs and careers. Job crafting is necessary and is aggressively built in this condition because it provides many benefits for the employees who do it. Instead of just keeping quiet and accepting the circumstances and changes caused by this pandemic, employees can proactively take responsibility and design their jobs according to the jobs they want. The impact is that employees will be more satisfied and show more commitment to the work and career they are doing (Laker et al., 2020). A person who does job crafting will also perceive his job and career to be more meaningful and have goals that suit him. In other words, he will perceive success in his work and career.

Conclusions

Based on the results of research conducted, the following conclusions can be drawn in this study as: career adaptability and job crafting together have a role in predicting career success on Indonesia worker in facing this Covid-19 pandemic period. Apart from being together, partially career adaptability and job crafting have a role to predicting career success. Even though it can play a part partially, the role of the two variables gave a bigger prediction when they are together. Simultaneously, career adaptability and job crafting have more benefit in

determining career success of Indonesian worker while facing the pandemic. Benefit obtained by employee with career adaptability and job crafting is that they are able to adapt to the demands of work and the variety of work environments that are constantly changing, and also, they can proactively design their jobs in such a way and create a suitable work in accordance with the challenges and himself. There are suggestions that this research can be given to both organization and Indonesian workers. Organization can encourage their employees to do job crafting, so that employees can compile and design their work according to their views on work but still align with organizational purpose. Employee job crafting can be supported by empowerment created by the organization in order can it be done in organizational environment. Organization also can foster the career adaptability of its employees by increasing employees' understanding of future careers, as well as encouraging future employee career planning both within the organization and outside the organization.

From the perspective of the workers themselves, they should be able to do job crafting by designing work in such a way and creating a suitable work environment in order to help them survive all the changes that occurred in the conditions of the Covid-19 pandemic. This can help him to continue working with a job that suits himself. They also need to emerge career adaptability in themselves so that they are able to adapt to the conditions and can always be better prepared to face the job and career changes ahead. For further research, it would be better if it could examine other factors that may have a greater role in increasing career success other than career adaptability and job crafting. Future studies also can take a larger and more varied number of research respondents from each region in Indonesia, so that the results will be richer. This study focuses on participants who work in an organization, then it is recommended that further research can examine how the impact of career success on work areas outside the organization, which may have the same or different results.

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