

ANALYSIS OF THE INFLUENCE OF ASSESSMENT CENTER AND TRANSFORMATIONAL LEADERSHIP ON CAREER DEVELOPMENT WITH SOCIAL SUPPORT AS MODERATION

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Abstract

This study aims to analyze the influence of the Assessment Center and Transformational Leadership on the career development of personnel in the Yogyakarta Regional Police, as well as the role of social support both as a direct factor and as a moderating variable in these relationships. Using the Structural Equation Modeling (SEM) method on 151 respondents selected proportionally from a population of 10,365 personnel, the findings indicate that only the Assessment Center has a significant impact on career development. In contrast, transformational leadership and social support do not show a meaningful effect, including in their role as moderators. These results highlight the importance of competency-based evaluation systems in career advancement, suggesting that organizational policies should focus more on objective assessments and structured training systems rather than relying on leadership qualities or social environmental factors.

Keywords: Dynamic Pricing, Global Marketplace, Shopee Twin Date

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INTRODUCTION

In the era of globalization, the management of Human Resources (HR) is a strategic challenge for organizations. Changes in the environment, technology, and work culture require organizations to be more adaptive, especially in employee career development to maintain organizational performance (Scroggins et al., 2023). Effective career development enables the workforce to become more competent, innovative, and ready for global dynamics.

Key challenges in career development include global competition, technological developments, and increasing workforce diversity. Organizations must ensure employees have global competencies, constantly updated technical skills, and career management strategies that take into account diverse cultural backgrounds and values.

In the DIY Police, career development is not only aimed at improving the quality of individuals, but also the effectiveness of the organization. The Assessment Center plays an important role in objectively identifying employee potentials and competencies, mapping training needs, and improving accuracy in career evaluations (Islam & Sarker, 2020; Stuart & Stuart, 2024; Vivaldi & Azwar, 2020). Assessment Centers have proven

to be effective in supporting career development through work simulations and competency-based evaluations (Fajriyani et al., 2023).

In addition, transformational leadership also plays a crucial role in supporting career development. Transformational leaders increase employees' intrinsic motivation as well as encourage individual innovation through personal coaching Wang et al. (2023). This leadership creates a collaborative work environment, increases employee engagement, and helps individuals reach their maximum potential (Santoso et al., 2022).

However, there are still limitations in research related to Assessment Center integration and transformational leadership. Studies on how the Assessment Center supports transformational leadership in career development strategies are limited. In addition, most studies have focused on short-term impacts, without exploring the role of social support in the effectiveness of these two approaches (Wahyudi et al., 2021).

Social support as a moderation variable has the potential to strengthen the relationship between Assessment Center, transformational leadership, and career development. Support from colleagues, superiors, and family can increase the effectiveness of Assessment Center results and strengthen the impact of transformational leadership on employee motivation and innovation (Ashari et al., 2024; Bryant et al., 2021). This support also provides access to essential resources to help employees face career challenges (Kwon et al., 2024; Sheard & Kakabadse, 2004).

The theory of "Human Resource Practices" (HRP) is the foundation for bridging research related to career development, Assessment Centers, transformational leadership, and social support (Paun et al., 2017). HRP includes strategic policies that support individual development, such as work simulation-based training and competency evaluation, as well as building an organizational culture that supports transformational leadership (Sattar et al., 2023).

RESEARCH METHODS

This study employs a qualitative approach aimed at gaining an in-depth understanding of social, cultural, and behavioral phenomena related to dynamic pricing strategies on the Shopee e-commerce platform. The qualitative method was selected for its strength in exploring contextual and complex meanings through rich, descriptive data. Additionally, a systematic literature review was conducted to collect, analyze, and critically evaluate previous studies on dynamic pricing strategies and consumer behavior within the e-commerce sector. This literature review facilitated the identification of current theoretical developments, research methodologies employed by prior scholars, key findings, and existing research gaps that warrant further investigation. The integration of these methods provides a robust theoretical foundation while enhancing comprehension of dynamic pricing dynamics in a global context.¹

¹ Bambang Permadi, Nadia Aprilia, Novi Purnama Sari, Suci Andini Kesuma, *Jurnal Pendidikan dan Pengajaran: "Analisis Dampak Penggunaan Dynamic Pricing di Pasar Global Terhadap Shopee"*, Vol. 6 No. 4 (2023). Hal. 2992

RESULT AND DISCUSSION

Data Quality Test

Validity and reliability tests are two crucial aspects of scientific research that ensure that the findings produced are trustworthy and accurate. Validity assesses the extent to which a research instrument or method measures what should be measured, while reliability measures the degree of consistency of the results of the instrument or method. Through careful validity and reliability tests, researchers not only guarantee the quality and reliability of the findings, but also strengthen the scientific foundation of the conclusions drawn. The following are the results of the validity and reliability test of the data collected:

Table 1:: Validity and Reliability

No	Variable	Indicators	Corrected Item- Total Correlation	Cronbach's Alpha	Information
1	Assessment Center	AC1	.517	0.898.	Valid and Reliable
		AC2	.848		
		AC3	.816		
		AC4	.811		
		AC5	.769		
2	Transformational Leadership	tl1	.716	0,927	Valid and Reliable
		tl2	.719		
		tl3	.713		
		tl4	.814		
		tl5	.796		
		tl6	.841		
		tl7	.787		
3	Social Support	SS1	.797	0,920	Valid and Reliable
		SS2	.779		
		SS3	.762		
		ss4	.842		
		SS5	.790		
		SS6	.666		
4	Career Development	CD1	.809	0,881	Valid and Reliable
		CD2	.772		
		CD3	.826		
		cd4	.807		
		CD5	.813		

Table 1 presents an analysis of reliability and validity for several variables measured in the study, namely *Assessment Center*, Transformational Leadership, Social Support, and Career Development. For the *Assessment Center*, the measured indicators (ac1 to ac5) had a high *Corrected Item-Total Correlation*, with a Cronbach's Alpha value of 0.898, indicating that the instrument was valid and reliable.

Likewise with Transformational Leadership, which consists of seven indicators (tl1 to tl7) with a *Corrected Item-Total Correlation* value ranging from 0.713 to 0.841. With Cronbach's Alpha of 0.927, this instrument is also considered valid and reliable. For Social Support, the indicators (ss1 to ss6) show a fairly high *Corrected Item-Total Correlation* value, with Cronbach's Alpha of 0.920, which also indicates that this instrument is valid and reliable.

However, in Career Development, although most indicators (cd1 to cd5) show high *Corrected Item-Total Correlation* values, the cd6 indicator has a very low value (0.065), so it needs to be eliminated. Nonetheless, Cronbach's Alpha for Career Development is 0.881, which indicates that this instrument is overall valid and reliable, although more attention needs to be paid to the cd6 indicator which shows inadequate values. Overall, almost all instruments used in this study showed good validity and reliability.

Demographic Characteristics of Respondents

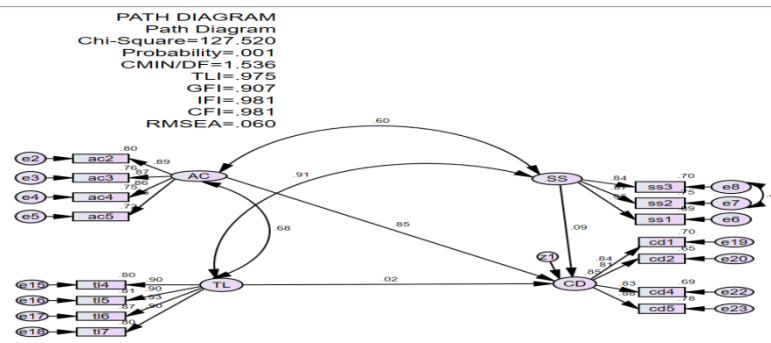
The demographic characteristics of the respondents were an important aspect of the study because they provided a comprehensive picture of the profiles of the participants involved in the study. Factors such as age, gender, and education level can affect perceptions, preferences, and response patterns. Demographic analysis not only helps in understanding the diversity of respondents, but also plays a role in identifying certain patterns that can influence the results of the study. Thus, demographic characteristics are an important foundation in interpreting research findings more accurately and contextually. Here is a table of the demographic characteristics of respondents:

Table 2: Respondent Demographics

Yes	Demographics	Sum	Percentage
1	Gender	89	58.9
	Man		
	Woman	61	41.1
	Total	152	100.0
2	Age	31	20.5
	20 – 30	41	27.2
	31 – 40		
	41 – 50	66	43.7
	51 – and above	14	8.6
	Total	152	100.0
3	Education	37	24.5
	High School/Equivalent		
	S1	96	63.6
	S2	19	11.9
	Total	152	100.0

Structural Equation Model Analysis

The Structural Equation Model (SEM) combines factor analysis and multiple regression, making it possible to test causal relationships in a single model simultaneously. Here are the results of the analysis using AMOS SEM:



Picture 1: Full Model Without Moderation

From image 1 full model without moderation, several *outputs* are obtained as follows:

Normality

Table The following is the output for *the Assessment of normality*.

Table 3: Assessment of normality

Variable	Min	Max	Skew	C.R	Kurtosis	C.R
CD5	1.000	5.000	-.572	-2.872	.163	.408
cd4	1.000	5.000	-.748	-3.754	.506	1.270
CD2	1.000	5.000	-.900	-4.517	1.266	3.177
CD1	1.000	5.000	-.568	-2.847	.692	1.736
tl4	1.000	5.000	-.494	-2.477	.121	.305
tl5	1.000	5.000	-.584	-2.928	.188	.471
tl6	1.000	5.000	-.753	-3.778	.513	1.287
tl7	1.000	5.000	-.618	-3.101	.258	.648
SS1	1.000	5.000	-.457	-2.292	-.121	-.303
SS2	1.000	5.000	-.517	-2.593	.138	.345
SS3	1.000	5.000	-.710	-3.562	.369	.925
AC2	1.000	5.000	-.720	-3.610	.682	1.711
AC3	1.000	5.000	-.510	-2.557	.475	1.192
AC4	1.000	5.000	-.345	-1.732	.374	.938
AC5	1.000	5.000	-.695	-3.486	.756	1.896
Multivariate					44.641	12.145

Overall, the data for these variables showed a slight deviation from normality. Although there are some c.r. values that are greater than |2| on some variables, most show a distribution that is quite close to normal. However, for further analysis, normality may need to be reviewed again, namely with 500 bootstraps. Here's a diagram of 500 data after bootstrapping.

N = 500	144.899	*
	162.750	***
	180.601	*****
	198.452	*****
	216.303	*****
	234.154	*****
	252.005	*****
	269.856	*****

Red = 228,893	287.707	*****
S. e. = 1.502	305.558	**
	323.409	*
	341.260	
	359.111	
	376.962	
	394.813	*

Picture 2: ML discrepancy

After going through the bootstrap process, the visualization results show that the distribution of data is close to normal, with most values concentrated at or around the mean value, reflecting a symmetrical and centralized distribution pattern.

Loading Factor

Loading factor in factor analysis refers to the magnitude of the relationship or contribution of each variable to a specific factor identified in the model. It measures how strongly each variable is associated with the underlying factor. A higher loading factor value indicates that the variable is more related or more "representative" of the factor.

Table 4. 1: Standardized Regression Weights

Observation Variables		Variable	Estimate
AC4	<---	AC	.865
AC2	<---	AC	.892
SS3	<---	SS	.835
SS2	<---	SS	.867
SS1	<---	SS	.945
tl7	<---	TL	.895
tl5	<---	TL	.897
tl4	<---	TL	.896
CD2	<---	CD	.809
cd4	<---	CD	.832
CD5	<---	CD	.885
AC3	<---	AC	.871
tl6	<---	TL	.933
AC5	<---	AC	.850
CD1	<---	CD	.836

Most variables have a strong relationship with the underlying factors, especially those in the AC, SS, and TL factors that show loading factor values above 0.8. However, the relationship between CD and TL and SS was very weak, with very low loading factor values, indicating a minimal contribution of these factors to CD.

Goodness of Fit

Here is the Goodness of Fit table based on the information from the Path Diagram:

Table 4: Goodness of Fit

Goodness of Fit Index	Value	Cut-off Criteria	Interpretation
Chi-Square (χ^2)	127.520	It should be small	Good
Probability (p-value)	0.001	> 0.05 (ideal)	Marginal
CMIN/DF	1.536	< 2.0 (good)	Good
TLI (Tucker-Lewis Index)	0.975	≥ 0.90 (good)	Good
GFI (Goodness of Fit Index)	0.907	≥ 0.90 (good)	Good
IFI (Incremental Fit Index)	0.981	≥ 0.90 (good)	Good
CFI (Comparative Fit Index)	0.981	≥ 0.90 (good)	Good
RMSEA (Root Mean Square Error of Approximation)	0.060	≤ 0.08 (good)	Good

From these results, the model has a good fit rate, especially with TLI, IFI, CFI, and RMSEA values that meet the good fit criteria. However, the p-value is still below 0.05, which suggests there may be a slight difference between the model and the observational data. Overall, the model can be considered fit and can be used for further analysis.

Regression Weights

After the overall criteria are met, conclusions can be drawn from the causality relationship of the analysis results.

Table 5: Regression Weights

Endogenous	Exogenous	Estimate	S.E.	C.R.	P	Information
Career Development	<--- <i>Assessment Center</i>	.807	.085	9.439	***	Confirmed
Career Development	<--- Transformational Leadership	.014	.129	.110	.912	Unconfirmed
Career Development	<--- Social Support	.084	.133	.631	.528	Unconfirmed

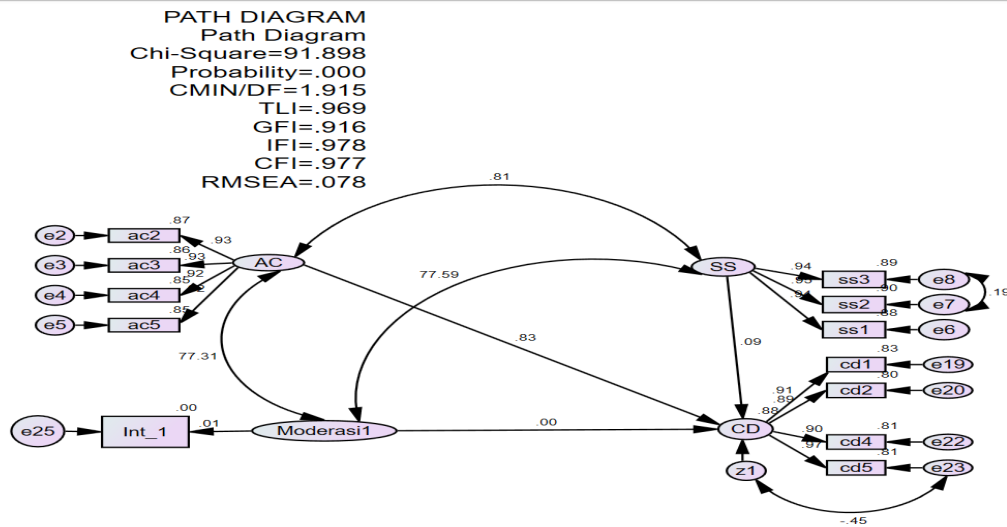
The results of the structural regression analysis showed that the Assessment Center had a significant influence on career development. With an estimate of 0.807, a C.R. value far above 1.96 (9.439), and a p-value of <0.001, this relationship can be said to be strong and convincing. These findings indicate that the better the implementation of the Assessment Center in an organization, the higher the individual's career development. Competency-based evaluations conducted through the Assessment Center provide an objective picture of employees' potential and capabilities, ultimately facilitating more systematic and performance-based career planning. Thus, companies that want to improve the effectiveness of talent management should optimize the use of Assessment Centers in assessing and developing their human resources.

On the other hand, transformational leadership and social support do not show a significant relationship to career development. With an estimate of 0.014 for transformational leadership and 0.084 for social support, as well as a C.R. value well below the 1.96 threshold, these results suggest that neither variable has a strong enough impact in influencing an individual's career development. This indicates that other factors, such as performance appraisal systems or organizational policies, may play a greater role in determining a person's career path than the direct influence of leadership style or social support. Nonetheless, it is important for organizations to keep these factors in mind as part of a more holistic career development strategy, particularly in creating a work environment that supports employees' professional growth.

Moderation

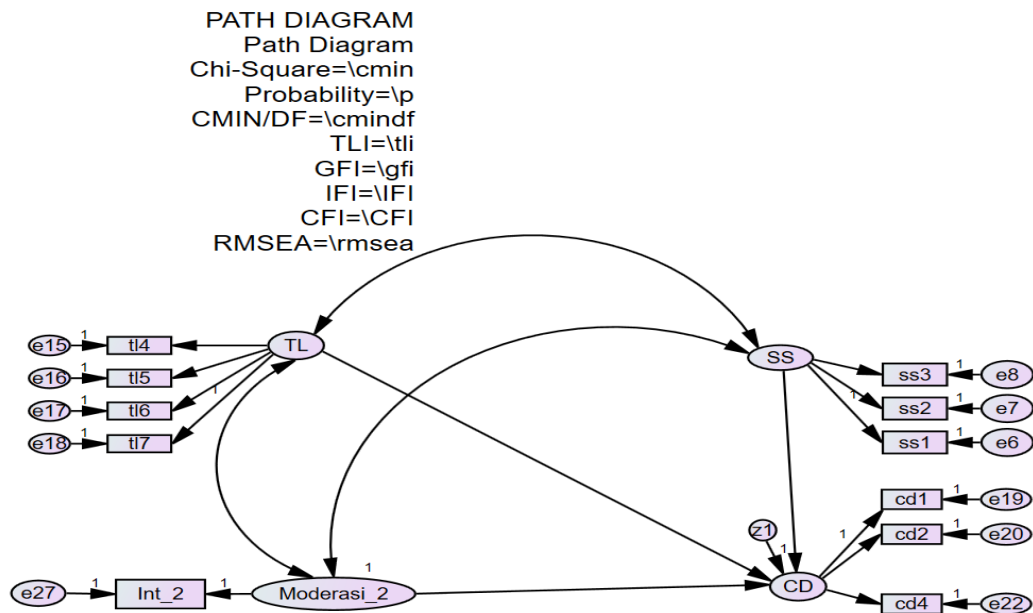
Based on the fourth hypothesis, we can describe and analyze a causality relationship path diagram involving social support as moderation like this:

Moderation 1



Picture 3: Moderation Diagram Path 1

Moderation 2



Picture 4: Moderation Diagram Path 2

The path diagram of moderation 1 and moderation 2 obtained the output estimates as follows:

Table 6: Estimates Output Regression Weights Moderation 1

Endogenous	Regression	Exogenous	Estimate	S.E.	C.R.	P	Information
Career Development	<---	Assessment Center	.719	.063	11.343	***	Confirmed
Career Development	<---	Social Support	.075	.048	1.569	.117	Unconfirmed
Career Development	<---	Moderation1	.000	.000	6.148	***	Confirmed

The results of the analysis showed that *the Assessment Center* had a significant effect on Career Development with an estimated coefficient of 0.719 ($p < 0.001$), so this relationship was confirmed. In contrast, Social Support had no significant effect on Career Development with a p value of $p = 0.117$ (> 0.05), so this association was not confirmed. Meanwhile, the moderation effect (Moderation1) showed a significant influence with a value of C.R. = 6.148 and $p < 0.001$, which means that this moderation plays a role in the relationship between the analyzed variables. Next, here are the Estimates of Output Regression Weights Moderation 2:

Table 7: Estimates Output Regression Weights Moderation 2

Endogenous		Exogenous	Estimate	S.E.	C.R.	P	Information
Career Development	<---	Transformational Leadership	.457	.166	2.763	.006	Unconfirmed
Career Development	<---	Social Support	.027	.167	.159	.874	Unconfirmed
Career Development	<---	Moderasi_2	.001	.000	3.121	.002	Unconfirmed

The results of the analysis showed that *Transformational Leadership* had a significant influence on Career Development with an estimated coefficient of 0.457 and a p value = 0.006, so this relationship was confirmed. In contrast, Social Support did not have a significant effect on Career Development, as can be seen from the $p = 0.874$ value greater than 0.05, so this relationship was not confirmed. Meanwhile, Moderasi_2 play a role in the relationship of variables analyzed with values of C.R. = 3.121 and $p = 0.002$, suggesting that this moderation effect is significant in influencing Career Development.

Career development is one of the important aspects of the world of work that determines the success of individuals in reaching higher positions and improving their professional skills. Various factors can affect career development, including *Assessment Center*, *Transformational Leadership*, and social support. Based on the results of the research that has been conducted, it was found that only *the Assessment Center* has a significant influence on career development, while transformational leadership and social support do not show a significant relationship.

Practically, *Assessment Center* plays an important role in assessing an individual's competence, potential, and readiness to move up to a higher career level. The results of the regression analysis showed that the relationship between *Assessment Center* and career development has an estimated 0.807 with *Standard Error* (S.E.) 0.085, value *critical ratio* (C.R.) by 9,439, and *p-value* significant below 0.001. This indicates that the better the implementation *Assessment Center* In an organization, the more likely an individual is to thrive in his or her career. The findings of this study are in line with previous research, that *Assessment Center* have a positive and significant effect on career development (Vivaldi & Azwar, 2020).

In practice, *Assessment Center* involves a variety of evaluation methods such as competency-based interviews, work simulations, case studies, and psychometric tests designed to objectively assess an individual's abilities and potentials (Sanders & Sanders, 2024). Thus, organizations that

implement *Assessment Center* can well ensure that decision-making related to employee promotion and development is done fairly and based on valid data (Vivaldi & Azwar, 2020).

From a theoretical point of view, *Assessment Center* It can be explained through career development theory that emphasizes the importance of competency-based evaluation in supporting individual career planning. According to the theory *Career Development*, Individuals will find it easier to achieve optimal career development if they are given the opportunity to demonstrate and improve their competencies through various evaluation and training mechanisms (Devita & Natalia, 2024). *Assessment Center* provides the right tools to assess the extent to which individuals have met the standards needed to move up the higher career ladder. Therefore, these findings are in line with the various literature that confirms that *Assessment Center* is one of the best approaches to designing a competency-based career development strategy.

Meanwhile, the results of the study show that transformational leadership does not have a significant influence on career development. The estimated relationship was only 0.014 with an S.E. of 0.129, a C.R. of 0.110, and a p-value of 0.912, which is well above the significance limit of 0.05. This shows that in the context of this study, the role of leaders who inspire, motivate, and encourage positive change in the organization does not directly impact the career development of individuals. In practical terms, this can be interpreted that while transformational leadership can increase employee morale and loyalty, other factors such as training opportunities, merit-based promotions, and organizational policies may be more dominant in determining one's career progress.

Theoretically, these findings contradict the concept of transformational leadership developed by Bass (1985) in (Rafsanjani, 2019), where transformational leaders are considered capable of influencing the professional growth of their subordinates by providing inspiration and long-term vision. However, this result can also be explained through theory *Situational Leadership*, which states that the effectiveness of leadership depends on the context and specific needs of individuals in the organization. In some organizations, career development relies more on a structured human resource management system than a boss's leadership style. Therefore, the absence of a significant relationship between transformational leadership and career development in this study may reflect that other, more concrete factors, such as competency-based evaluations or promotion policies, have a more dominant role.

In addition, the results of the study also show that social support does not have a significant influence on career development. The estimated relationship was 0.084 with an S.E. of 0.133, a C.R. of 0.631, and a p-value of 0.528, which is also higher than the significance limit of 0.05. This means that while support from co-workers, superiors, or family can provide a moral boost for individuals, it does not directly affect one's career advancement in the work environment. In the world of work, individuals may rely more on formal systems such as performance appraisals and training programs than on social support in achieving desired career development.

From a theoretical perspective, theory *Social Support* stating that support from the surrounding environment can improve a person's psychological well-being, which ultimately contributes to his performance and career development (Foy et al., 2019). However, in the context of this study, it appears that social support factors do not have a direct impact on career development, which can be explained through the approach *Human Capital Theory*. This theory emphasizes that investment in skills, education, and training has more influence on career development than social factors alone (Burhanud, 2021). Therefore, while social support has psychological benefits, more measurable factors such as competency-based training and evaluation seem to be more decisive in driving one's career advancement.

Interestingly, the effect of moderation in this study showed that there were variables that strengthened or weakened the relationship between these factors and career development. In a practical context, this shows that career development is not a stand-alone phenomenon, but rather is influenced by various external factors that can accelerate or hinder individual progress. Therefore, an effective career development strategy needs to consider the interaction between various variables, not just looking at individual factors, in the context of this research is the role of social support as moderation.

CONCLUSION

Based on the results of the study, it can be concluded that *the Assessment Center* has a significant influence on career development, suggesting that competency-based evaluations play a major role in helping individuals achieve professional advancement. Meanwhile, transformational leadership and social support have not been shown to directly affect career development, indicating that other factors such as performance appraisal systems and organizational policies may play a greater role in determining a person's career path. However, these findings also confirm that social support moderation has a role in strengthening the relationship of the variables studied, so effective career development strategies need to consider the interactions between different factors within the organization.

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