

Build Career Through Competence: Analysis of the Role of Mediation Employee-Organization Relationship (EOR) in the Manufacturing Industry in East Java

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The purpose of this study is to examine the role of Employee–Organization Relationship (EOR) in mediating the effect of digital competence on career success. This research employed a quantitative approach using a survey method. The population comprised of employees working in manufacturing companies in East Java, and the study involved a sample of 400 employees. The findings reveal that digital competence has a direct effect on EOR and career success. In addition, EOR also directly influences employees' career success. These results indicate that EOR not only has a direct impact but also serves as a mediating variable in the relationship between digital competence and employees' career achievement. The implications of this study contribute theoretically to the development of Social Capital Theory and, practically, provide comprehensive insights into strategies that manufacturing companies can implement in responding to the dynamics of the ever-changing work environment. Moreover, this study offers opportunities for further, more in-depth research.

Keywords: Digital competence, Employee–Organization Relationship (EOR), career success

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1. Introduction

Career success is a compelling topic for research, particularly in the era of the technological revolution, where many employees face obstacles in achieving their desired careers. Technological transformation has transformed the way companies operate, interact with employees, and recruit and manage their workforce. While digitalization offers opportunities for increased efficiency, these changes also require employees to continuously adapt and develop new skills to remain competitive in an increasingly dynamic job market. Increasing competition has led companies to prefer workers with high digital competencies, as these skills provide greater competitiveness and help companies remain relevant globally. Low digital competency can be a major obstacle for employees in achieving career success. Therefore, it is crucial for individuals to continuously improve their digital skills and adapt to technological developments to better meet the challenges of an increasingly dynamic workplace and the obstacles to career success.

Research related to career success has been extensively examined by previous studies (see Lei *et al.*, 2021; Ramadhan *et al.*, 2024; Nawawi *et al.*, 2025). However, each study focus on the problem research, which varies depends on the setting and the object being observed. This is give opportunity for studies moment This For conceptualize a model that can give accommodation for development phenomenon success career in East Java. Research This conceptualize digital competence as independent variables that influence success career. Digital competence is form skills individual in use digital technology in effective and

responsible answer in various aspect life, including work, organization, education, and communication (Prayogi and Estetika, 2021). Digital competence is able to increase productivity work, adaptation change industry, performance employees and achievements Career. Therefore, digital competency plays a crucial role in the modern workplace as technology has become an integral part of almost all industries. However, not all studies demonstrate that competency plays a significant role, especially in employee career achievement. Some studies show inconsistent or unsatisfactory results, such as research conducted by Randa (2018), which shows that competency does not always have a significant impact on employee careers. Furthermore, research conducted by Junita (2024) shows that competency does not significantly influence employee career success.

Less results satisfying possibility caused by employee organization behavior (EOR). The reason every organization own varying degrees of closeness with every employees. When employees try increase position position, promotion and experience For reach success career, employee must own very good relationship with organization (Turban et al, 2017). Previous studies also identified that building a strong EOR can reduce worries and obstacles work experienced by employees in reach success career (Lei et al., 2021). Most of success career employee depending on the attachment with organization or EOR (Koekemoer et al., 2019). Several studies have shown positive results regarding the mediating role of EOR (Kuvaas, 2008; Jiang, 2012; Ng & Feldman, 2014). Therefore, this study conceptualizes EOR as a mediating variable. This study attempts to explore the effects of EOR to clarify the influence of digital competence on employee career success.

This study utilizes Social Capital Theory to provide a more comprehensive overview of the access needed for employee career advancement. This theory emphasizes that social capital, such as EOR, can improve access to resources, economic opportunities, and social welfare. This research is expected to contribute further to effective strategies for career development in the era of the technological revolution and provide a more comprehensive overview of the importance of digital competencies in facing increasingly dynamic industrial changes.

This research focuses on manufacturing companies because several manufacturing companies in East Java face significant challenges. One key issue is the phenomenon of deindustrialization, where the manufacturing sector experiences a decline in its contribution to the regional economy due to a shift to the service sector (Hernawati, 2023).

2. Literature Review

Social Capital Theory

Social Capital Theory explains how social relationships and social networks can benefit individuals, groups, or society as a whole (Bourdieu, 1986). This theory explains that EOR acts as social capital that can increase access to career opportunities. Employees with high digital competence, when supported by quality EOR, will strengthen their influence on career success (Coleman, 1988). Some of the main concepts in this theory include: 1) *Structural Social Capital*, namely social networks that enable individuals to interact and share information. 2) *Relational Social Capital* that is beliefs and norms that strengthen connection social. 3) *Cognitive Social Capital* that is understanding together who helps coordination and work The same in community (Putman, 1995).

Success career

Success career is form experience to work, which shows useful activities in matter development career and satisfaction career (Ningrum, 2020). Success career is concepts that are abstract, but can measured in a

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way objective through indicator like salary, level rank, and number Promotion (Priyatin, 2021). Success career become attention main for individual and organization. However, with change dynamics work, required greater understanding wide about success employees, including aspects subjective that reflects satisfaction and achievement personal.

Digital competence

Digital competence is ability develop situations involving technology new in frame analyze, select, and evaluate data and information For utilise possibility technology in finish problem (Gallardo and Minelli de Oliveira, 2015). The dimensions contained in more digital competencies broad and comprehensive compared to with digital skills, because covers element related technical matters with management device hardware and devices This concept is based on several basic pillars such as information, communication, security, content creation, and problem-solving (Jarad and Shaalan, 2020).

Research conducted by Ng & Feldman (2014) shows that employees who are committed to competency development will improve their relationship with the organization, leading to higher *career success*. This is because employees view the organization as part of themselves. However, a different situation occurs when employees have a poor relationship with the organization, which leads to criticism and attacks.

Furthermore, research conducted by Fajar (2024) explains that digital competence in the industrial revolution era is needed in human resource development, so that competence has a fairly dominant influence on employee career development. Furthermore, Neamtu *et al.* (2025) explain that competence has a positive impact on employee career development, performance, and work productivity. Several researchers highlight that company progress, especially in the manufacturing sector, is inseparable from the capabilities and competencies possessed (Froschae *et al.*, 2022; Damek *et al.*, 2022). Based on this explanation, the following hypothesis can be formulated.

H1 Digital competence has a positive and significant effect on EOR

H2 Digital competence has a positive and significant influence on career success.

The role of EOR mediation

Eisenberg *et al.* (2019) define EOR as an inclusive term that describes the relationship between employees and the organization. In this case, the behavior of one party will produce different relationships according to the resulting consequences. Good internal relationships between organizations and their employees have a significant and positive influence on career success (Lei *et al.*, 2021), organizational competence (Jo & Shim, 2005), public relations practices (Adler & Kwon, 2002), and work engagement (Albro & McElfresh, 2021).

A study by Koekemoer *et al.* (2019) explains that a high level of *employee-organization relationship (EOR) can increase employee success in achieving careers*. Lei *et al.* (2021) also found that a strong relationship between employees and the organization significantly influences career success. These findings indicate that a high EOR can increase employee confidence in facing career problems, threats, and challenges. Meanwhile, EOR also plays a role in mediating the relationship between variables. The mediating role of EOR was found in a study by Kim (2017) explaining the theoretical and practical implications of EOR in relationship management. The study explored how the quality of EOR mediates the positive relationship between communication strategies and organizational social capital. This relationship can increase future career success. In the era of the industrial revolution, by maintaining good relationships with the organization, employees have access and opportunities to improve their competencies, which will impact their desired careers. With Thus, EOR plays a role important in support success career individual.

H3 *employee-organization relationship (EOR)* has influence positive and significant on success career

H4 *employee-organization relationship* (EOR) has role in mediate influence digital competence on success career

3. Research Methods

Type of research used in study This is type study quantitative. Population in study This is employees who work in the company manufacturing in Java east amounting to 23.36 million. The selected sample is area gate Kertosusilo, which includes Mojokerto, Lamongan, Gresik, Surabaya, and Sidoarjo. The sample calculation using the Slovin formula obtained a value of 399.99 and was rounded up to 400 employees. The sampling technique used *convenience sampling*, meaning that the sample was taken without any specific requirements other than the inclusion of employees who want to succeed in their careers. The data used in study This is secondary data. Secondary data obtained from distributed questionnaires online. This study use PLS SEM analysis for analyze data and determine results support or reject hypothesis.

Measurements used in study This For variables success career indicators used is salary, position position, promotion job performance, satisfaction, and the quality produced (Stumpf & Tymon, 2012). digital competence indicators used in adoption from research by Zhou *et al.* (2023) namely literacy information and data, communication and collaboration, creation digital content, security and troubleshooting problem. Meanwhile, in measuring EOR, this study uses the indicators used by Lei *et al.* (2021), namely trust, commitment, satisfaction, control mutuality.

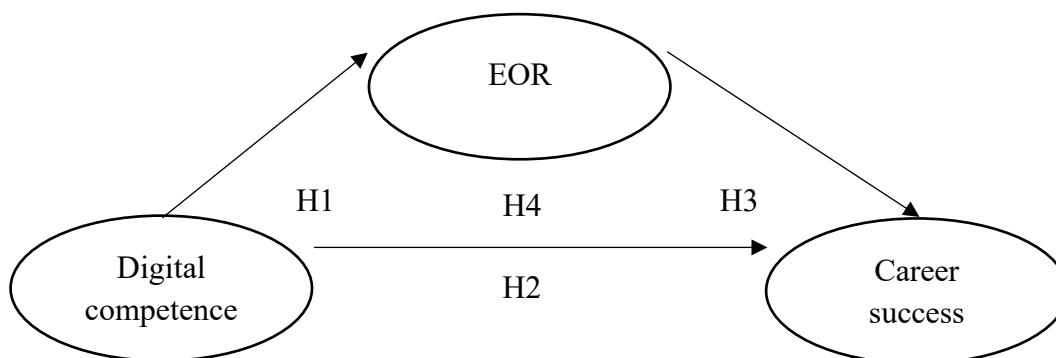


Figure 1 Framework Conceptual Model

4. Research Result

Testing Validity (Convergent Validity)

Table 1 Testing validity and reliability

Variables	Indicator	Factor Loading	AVE	Cronbach's Alpha	Composite Reliability
Competence digital	KD1	0.803	0.667	0.833	0.889
	KD2	0.804			
	KD3	0.829			
	KD4	0.799			
	KD5	0.788			
EOR	EO1	0.820	0.614	0.842	0.888
	EO2	0.827			
	EO3	0.835			
	EO4	0.784			
Success career	KK1	0.828	0.619	0.845	0.890

Variables	Indicator	Factor Loading	AVE	Cronbach's Alpha	Composite Reliability
	KK2	0.802			
	KK3	0.780			
	KK4	0.794			
	KK5	0.789			

Based on table 1, results from validity convergence shown in the factor loading values, overall show value > 0.70 means measurement correlated high. Next, to mark from *average variance extracted* (AVE) on a regular basis overall show value > 0.5 so that declared valid. While results from composite reliability and Cronbach's alpha overall show mark more from > 0.70 so that stated reliable.

Table 2 R Square

Variables	R Square	R Square Adjusted
EOR	0.945	0.944
success career	0.988	0.988

Table 3 Fornell-Larcker Criteria

Variables	Digital competence	EOR	Success career
Digital competence	0.817		
<i>Employee organization relationship (EOR)</i>	0.783	0.784	
Success career	0.717	0.698	0.787

Notes : bold numbers indicate the square root value of AVE must be more big from mark correlation between variables (Fornell & Larcker, 1981)

Based on The results in Table 2 show R square value > 0.75 (strong model fit). This means the model is capable of explain part big variation from endogenous variables. Furthermore, based on results evaluation validity discriminant the values on the fornell -Larcker show AVE root > correlation latent variables, so that declared valid.

Testing Hypothesis

Table 5 Test results hypothesis

		Original Sample	T Statistics	P Values
H1	Digital competence is influential positive on EOR	0.070	3,862	0,000
H2	Digital competence has a positive impact on career success	0.004	229,883	0,000
H3	EOR has a positive impact on career success	0.070	10,476	0,000
H4	EOR mediates the influence of digital competence on career success	0.068	3,899	0,000

test results on H1 show mark *original sample* of 0.070, p-value of 0.000 < 0.05 and t- statistic value of 3.862 > 1.96. This is show If influential digital competence positive and significant on EOR, so H1 is accepted. Furthermore, the H2 test shows mark *original sample* of 0.004, p-value of 0.000 < 0.05 and t- statistic value of 229.883 > 1.96. This indicates that digital competence has a positive and significant effect on career success (H2 is accepted). Then, the H3 test shows the original sample value of 0.070, p-value of 0.000 < 0.05 and t-statistic value of 10.476 > 1.96. This indicates that EOR has a positive and significant effect on career success. (H3 is accepted). Of the three hypotheses, the strongest influence is found in H2. This indicates that digital competence in the era of technological evolution has the highest role in influencing employee career success.

Furthermore, the results of indirect testing on the influence of digital competence on career success through EOR mediation showed an *original sample value* of 0.068, a p-value of $0.000 < 0.05$, and a t-statistic value of $3.899 > 1.96$ (H4 is accepted). The test results indicate that EOR plays a role in mediating the influence of digital competence on career success.

5. Conclusion

This study confirms that digital competence is an effective stimulus in increasing success career employees in Indonesia, in particular sector industry manufacturing. In the middle rapid development digital transformation, mastery technology No Again just mark add, but has become need the basis that is not inseparable from demands of the modern world of work. Employees need not only own skill technical in accordance his field, but also able to understand, adapt, and utilize development technology information and communication For support productivity as well as Power competition company. The world of work is increasingly dynamic and all- digital demands employee For adaptive to change technology, as well as own Spirit innovation and transformation sustainable. Because employees who have digital competence tends to more stand to change and be able take decision data- based, as well as more Ready in face challenge globalization and revolution industry 4.0. With Thus, investment in improvement digital competence has role important in increase Power competition company. In addition to digital competence, research this also emphasizes the importance of EOR in the modern workplace. EOR does not solely based on the principle ethics professional, but also form investment term contributing length significant to development career and well-being employees. Employees who establish quality EOR relationships tend more easy access information strategic, obtaining support from management, as well as own opportunity more big For reach promotion and recognition in Organizational. This creates a work climate that supports optimal performance and career success. Thus, an individual's career success is strongly influenced by the strengths of their EOR, making it a fundamental aspect that requires continuous development. Theoretically, this research contributes to the development of *Social Capital Theory*. The findings of this study indicate that digital competence and the exchange relationship between organizations and employees (*Employee–Organization Relationship* or EOR) are important elements in the formation of social capital in the workplace. Employees with high levels of digital competence tend to more easily obtain organizational support, thus enabling them to build a quality EOR. Furthermore, forms of EOR that include emotional, instrumental, and informational support not only strengthen internal social networks but also contribute significantly to the achievement of career success. This is due to the formation of reciprocal relationships *in* a quality EOR, which reflects employee commitment and loyalty to the organization. Practically, this study contributes to practitioners' understanding of the strategies companies, particularly manufacturing companies, should employ to enhance employee career success. Employees must understand that digital competency plays a crucial role in the modern workplace, making digital competency enhancement not merely a value-added service but a fundamental need for employees. This research demonstrates that digital competency is a crucial aspect contributing to strengthening EOR and achieving career success. Future research is expected to develop more complex models by adding new variables such as *career shock*, *psychological empowerment*, or leadership style. Considering that the factors shaping career success vary depending on conditions and trends in the modern workplace, further research is expected to explore different subjects, such as automotive companies. This is because automotive companies will have the highest layoff rate in Indonesia through 2024.

6. References

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