



The Effect of Social Support and Locus of Control on Career Maturity with Work Life Balance as an Intervening Variable (The Case on Female State Civil Apparatus in the Regional Secretariat of West Nusa Tenggara Province)

Auliya Lielieyen Elfa; Mukmin Suryatni; Sri Wahyulina

Faculty of Economics and Business, University of Mataram, Indonesia

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Abstract

This study aims to analyse the influence of social support and locus of control on career maturity among female civil workers in the West Nusa Tenggara Provincial Secretariat, with work-life balance acting as a mediating factor. This research methodology is commonly referred to as associative quantitative research. This study employed the census approach to collect data from 136 married female civil apparatus. The primary data gathering tool utilised in this study was a questionnaire. The data analysis tool utilised in this study was Structural Equation Modeling-Partial Least Squares (SEM-PLS). The study's results indicate that the social support variable has a small but good impact on career maturity, whereas the locus of control and work life balance factors have a significant and favourable impact on career maturity. The work-life balance variable did not have a moderating influence on the relationship between social support, locus of authority, and career maturity among female civil workers in the West Nusa Tenggara Provincial Secretariat. This study posits that female civil servants can attain career maturity through external encouragement from individuals such as supervisors, colleagues, or family members, in addition to possessing a strong sense of self-assurance in their abilities. In summary, the results of this study indicate that female public workers exhibit a high level of professional maturity.

Keywords: *Social Support; Locus of Control; Career Maturity; Work Life Balance*

Introduction

Human resources are a vital asset for a firm. The absence of Human resources (HR) will adversely impact the organization's functioning. The HR department plays a crucial role in attaining corporate objectives, serving as the catalyst for numerous operations inside the firm (Winarto, 2020). In the present era of globalization, the demand for human resources extends beyond men and includes women as well. Presently, there exists a considerable number of women who engage in employment outside of their households (Tuwu, 2018). Derived from a statement made by the Secretary-General of the United Nations. The 2021 report on Women and Peace and Security emphasizes the necessity of adopting an inclusive approach that ensures gender equality in order to establish a well-functioning organization. According to data from the A regional government agency in West Nusa Tenggara Province in June 2023, there were a total of 190 women who were employed as state civil apparatus and held important positions

in all Regional Apparatus Organizations (OPD) in NTB Province. According to data from the Regional Civil Service Agency, it reinforces the notion that the role of women is crucial in advancing the organization and making a significant contribution to the Indonesian nation. Career maturity serves as the standard by which the effectiveness of women in fulfilling their tasks and obligations as career women in an organization may be evaluated. Crites (2012) defines professional maturity as the degree to which an individual's actual career conduct aligns with their expected career behavior. Career maturity originates from an individual's self-awareness, understanding of their capabilities, and recognition of their strengths and limitations. This self-awareness enables individuals to make career decisions that align with their personal circumstances (Effendy & Haryanti, 2020). Herin & Sawitri (2017) suggest that career maturity can be shaped by both internal characteristics, such as intelligence, talent, and hobbies, and external factors, such as social support. Offering assistance can aid the individual in resolving their issues and alleviate their pessimistic attitudes (Wicaksono, 2018). A study conducted by Hendayani & Abdullah (2018) demonstrates that social support, encompassing assistance from family, colleagues, and supervisors, exerts an impact on professional maturity. Specifically, the research indicates that those with greater social support tend to exhibit higher levels of career maturity.

Another element that affects vocational maturity is locus of control or self-control (Osipow, 1983). Locus of control refers to an individual's perception of events in their life as being influenced by their own activities. According to Gufron and Rini (2012), the physical and social environment are the variables that affect one's locus of control. When individuals strive to attain their desired career, their locus of control, which refers to their view that their actions and talents determine their success or failure in life, will have an impact on them (Solichah & Setiaji, 2019). The research undertaken by Azzahrah et al. (2023), Hasanah et al. (2023), and Hertanti & Sugiharto (2022) establishes a notable and favorable correlation between locus of control and career maturity.

There is a positive correlation between locus of control and career maturity, meaning that individuals with a higher locus of control tend to have a higher level of career maturity. Work-life balance is a significant component that affects career development, in addition to locus of control. Work-life balance refers to an individual's capacity to effectively manage the demands of their job while also fulfilling personal and non-work obligations, such as familial commitments (Schermerhorn & Hunt, 2011). Setyanti et al. (2021) define work-life balance as the deliberate management of responsibilities at work and responsibilities inside the family. Achieving this balance has a direct impact on an individual's performance, productivity, and overall career maturity. This study focuses on the phenomenon that took place among female civil APPARATUS at the Regional Secretariat of West Nusa Tenggara Province.

The Regional Secretariat of West Nusa Tenggara Province is a governmental entity that oversees administrative tasks and provides technical support to facilitate the execution of regional government responsibilities. Initial observations indicate a noticeable deficiency in the comprehension of vocational maturity among female civil apparatus, particularly those who are married. There are 5 female civil servants who hold key roles in the Regional Secretariat, while the remaining female civil servants have executive posts. The limited representation of women in key positions within the civil service can be attributed to various external factors, including family, race, gender, social status, economy, culture, and technology. Additionally, internal factors such as intelligence, interests, talents, personality, and physical and psychological attributes also play a role (Winkel and Sri Hastuti, 2006). Furthermore, several female public officials have a sense of undervaluation from their superiors, leading to interpersonal conflicts among colleagues that can create a hostile work atmosphere. In addition to the absence of familial assistance, particularly the support of their husbands, female civil servants face a significant predicament. Individuals are faced with the dual challenge of fulfilling their professional obligations and attending to their familial duties (Duxbury et al., 2008). Given the aforementioned facts, the researcher proposes conducting a study to examine the impact of social support and locus of control on career maturity, with work-life balance as a mediating factor, specifically among female civil servants in the Regional Secretariat of West Nusa Tenggara Province.

Review of Related Literature

Professional Development

Professional Development or Career maturity refers to an individual's preparedness to successfully navigate the various stages of development, growth, exploration, consolidation, coaching, and decline in their career (Creed et al., 2007). Panti et al. (2010) defines professional maturity as the successful completion of a task by each individual. The assignment involves career development that is tailored to the individual's current position or the stage of their professional growth. According to Winkel & Hastuti (2004), professional maturity is a composite of psychological, sociological, educational, physical, economic, and opportunity elements that are interdependent and cannot be isolated from one another.

Social support refers to the assistance, encouragement, and resources provided by individuals or groups inside one's social network. It encompasses emotional, instrumental, and informational support that helps individuals cope with various challenges and Sarafindo (2011) defines social support as the acknowledgment and acceptance from others that leads an individual to believe they are liked, valued, and assisted, hence creating a sense of significance in their relationships. In addition, social support encompasses feelings of solace, compassion, and recognition.

Baron & Bryne (2005) define social support as the provision of physical and psychological solace by friends, family, and others to individuals facing stressful situations. The measurement of social support can be determined by the frequency and depth of social interactions. Through the provision of social support, individuals can effectively mitigate internal and interpersonal tensions.

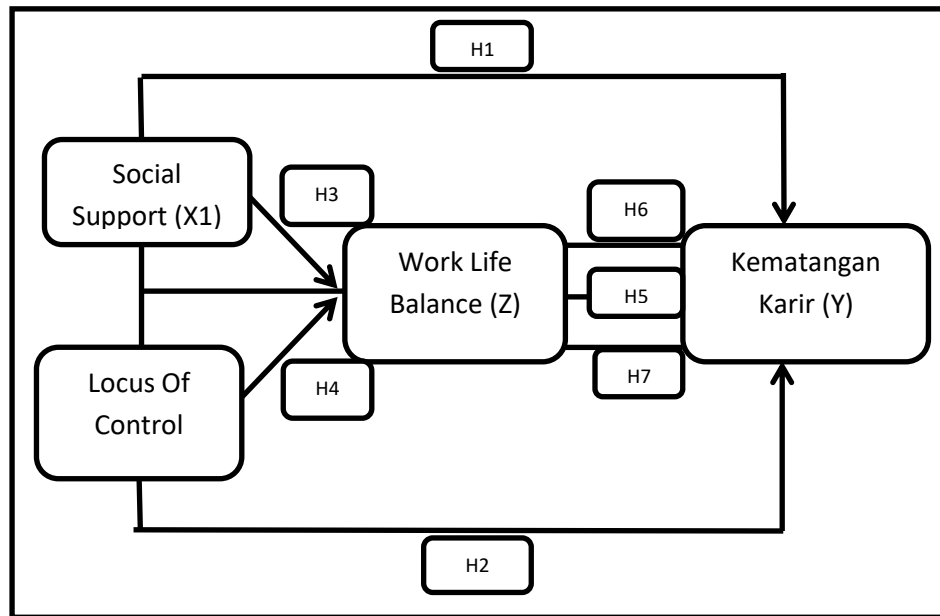
Internal vs. External Control

Locus of control refers to an individual's viewpoint that instills assurance in their endeavors to attain success in their professional pursuits (Abidin & Fitriyah, 2017). Rotter (1996) categorizes locus of control into two distinct dimensions: internal locus of control and external locus of control. As per Kreitner & Kinicki (2009), internal locus of control refers to the belief that individuals attribute their achievement to their own actions. In contrast, persons who have an external locus of control believe that their achievement is influenced by other factors and attribute it more to luck or destiny.

Optimal Equilibrium between Work and Personal Life

Saina et al. (2016) defines work-life balance as the equilibrium between an individual's professional and personal life, while juggling many roles. Mendis & Weerakkody (2018) provide a definition of work-life balance as the ratio of time individuals allocate to work in relation to the time they allocate to their family. From an employee's standpoint, work-life balance refers to the ability to effectively manage both professional responsibilities and personal obligations, such as caring for children and family, or working within a restricted number of working hours. The absence of work-life balance can detrimentally affect employees, leading to reduced job satisfaction, diminished life satisfaction, compromised mental and physical well-being, and decreased organizational performance.

Conceptual Framework



Picture 1. Coceptual Framewrok

According to the conceptual framework provided, the research hypothesis is as follows:

The study examines the impact of social support on professional maturity among female civil servants and finds a strong positive correlation.

The locus of authority for female civil servants has a notable and favorable impact on their career development.

H3: The provision of social support to female individuals employed in government administrative positions has a notable and beneficial impact on achieving a satisfactory equilibrium between work and personal life.

H4: The locus of control of female civil servants has a statistically significant and favorable impact on their work-life balance.

H5: The ability to manage work and personal life for female Civil Servants has a notable and beneficial impact on their level of career maturity.

The work-life balance of female civil servants serves as a mediator for the strong positive impact of social support on career maturity.

H7: The work-life balance for female civil servants acts as a mediator for the strong favorable impact of locus of control on career maturity.

Research Method

This study is part of causal associative research, which adopts a quantitative method. Causal research investigates the relationship between two or more variables, aiming to discover a cause-and-effect relationship (Siregar, 2013). The population for this study consisted of 136 married female civil servants working at the Regional Secretariat of West Nusa Tenggara Province. This study employed a census methodology instead of using sampling, so included the full population as respondents. The data gathering methodology employed in this study was the distribution of questionnaires. The data analysis employed Structural Equation Modeling (SEM) using the Smart PLS program. The purpose of model testing in this study was to evaluate both the inner model and outside model.

Results and Discussion

The Evaluation of measurement models (Outer Model)

The primary purpose of the outer model in this study is to assess the accuracy and consistency of a construct. This study evaluates three criteria: convergent validity, discriminant validity, and composite reliability. Upon conducting the convergent validity test, it was found that 4 statement items fail to meet the necessary criteria for validation. Consequently, additional study is required. If the outer value is less than 0.5, the construct must be discarded. Conversely, if the outer value is greater than 0.5, the convergent validity is achieved. Four statement items need to be removed: one from the locus of control construct, one from the career maturity construct, and two from the work life balance construct. All constructs meet the validity standards when assessed based on the AVE (average variance extraction) value.

Table 1. The Average Variance Extracted Score(AVE)

Latent Variable Criteria	AVE	Value	Description
Social Support (X1)	> 0,5	0,577	Achieve Convergent Validity
Locus Of Control (X2)	> 0,5	0,622	Achieve Convergent Validity
Kematangan Karir (Y)	> 0,5	0,557	Achieve Convergent Validity
Work Life Balance (Z)	> 0,5	0,533	Achieve Convergent Validity

The table above shows that the Average Variance Extracted (AVE) value for all constructions is higher than 0.5. Therefore, all indications in this study are deemed to be legitimate. Discriminant validity refers to the act of comparing the square root of the average extracted (AVE) with discriminant validity. A construct is said to possess satisfactory discriminant validity if the square root of the average variance extracted (AVE) for each construct exceeds the correlation value between the construct and other constructs in the model. It is assumed that the AVE value should be larger than 0.5, as suggested by Hair et al. (2017).

Tabel 2. Cross Loading score

Variabel	X1	X2	Y.	Z.
X1.1	0,814	0,484	0,458	0,220
X1.10	0,730	0,190	0,261	0,073
X1.11	0,763	0,290	0,377	0,118
X1.12	0,673	0,042	0,193	0,215
X1.2	0,874	0,377	0,390	0,219
X1.3	0,787	0,497	0,443	0,338
X1.4	0,800	0,427	0,460	0,324
X1.5	0,854	0,383	0,410	0,288

Variabel	X1	X2	Y.	Z.
X1.6	0,721	0,126	0,258	0,131
X1.7	0,706	0,301	0,287	0,135
X1.8	0,701	0,280	0,252	0,030
X1.9	0,660	0,022	0,167	0,201
X2.1	0,309	0,672	0,605	0,354
X2.10	0,440	0,804	0,627	0,314
X2.11	0,313	0,714	0,485	0,184
X2.12	0,361	0,671	0,492	0,143
X2.13	0,255	0,690	0,407	0,104
X2.14	0,324	0,885	0,512	0,153
X2.15	0,332	0,830	0,478	0,133
X2.16	0,332	0,815	0,476	0,225
X2.17	0,355	0,831	0,475	0,121
X2.18	0,332	0,846	0,513	0,197
X2.19	0,312	0,878	0,500	0,141
X2.2	0,323	0,888	0,524	0,163
X2.21	0,487	0,743	0,638	0,289
X2.3	0,311	0,829	0,481	0,241
X2.4	0,234	0,573	0,496	0,312
X2.5	0,217	0,734	0,500	0,226
X2.6	0,248	0,748	0,540	0,268
X2.7	0,351	0,816	0,715	0,335
X2.8	0,319	0,859	0,669	0,325
X2.9	0,378	0,853	0,706	0,382
Y.1	0,266	0,276	0,546	0,666
Y.10	0,431	0,625	0,798	0,352
Y.11	0,243	0,689	0,800	0,348
Y.12	0,228	0,595	0,765	0,414
Y.3	0,483	0,605	0,768	0,520
Y.4	0,205	0,403	0,718	0,461
Y.5	0,130	0,282	0,648	0,446
Y.6	0,318	0,565	0,810	0,476
Y.7	0,460	0,630	0,828	0,456
Y.8	0,407	0,390	0,674	0,484
Y.9	0,519	0,601	0,802	0,422
Z.2	0,185	0,222	0,372	0,670
Z.3	0,331	0,228	0,450	0,691
Z.4	0,204	0,241	0,453	0,773
Z.5	0,074	0,143	0,429	0,749

Variabel	X1	X2	Y.	Z.
Z.6	0,060	0,197	0,413	0,761
Z.7	0,205	0,254	0,541	0,805
Z.8	0,305	0,281	0,415	0,648

Table 2 above demonstrates that all indicators in each variable utilized in this study are declared valid due to the fact that the loading factor value of each component exceeds the cross-loading value.

Test of Reliability

A reliability test is a metric that indicates the degree to which a measuring instrument can be trusted. The reliability of data is high when the composite reliability is greater than 0.7.

Table 3. Results of Research Instrument Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability (rho_a)	Descriptions
Social Support (X1)	0,935	0,955	Reliabel
Locus of Control (X2)	0,967	0,972	Reliabel
Professional Development (Y)	0,919	0,925	Reliabel
Work Life Balance (Z)	0,853	0,857	Reliabel

According to the results of the reliability test and Cronchbach's Alpha, all variables have a value of >0.7 , as indicated in table 2. Consequently, these results can be regarded as valid and have a high level of reliability.

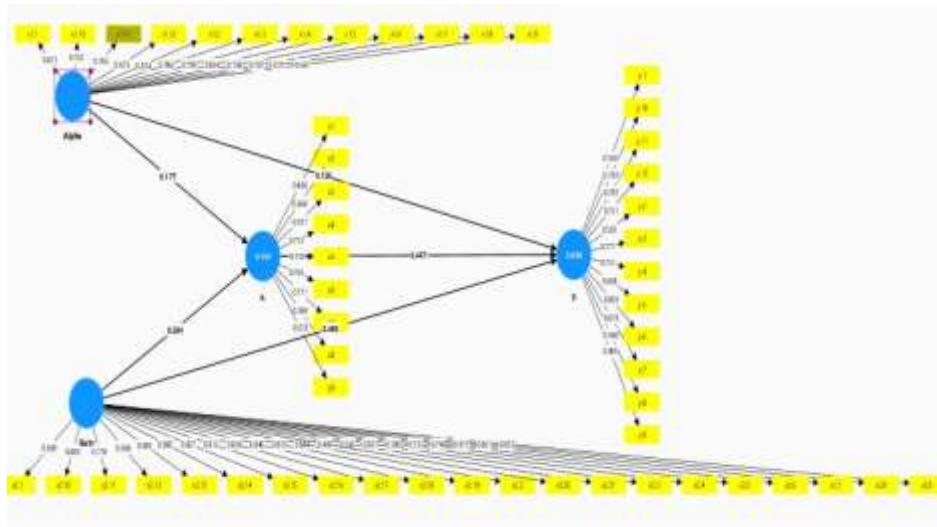
Inner Model (Structural Model)

By analyzing the significance levels and outcomes of the parameter coefficient estimations, the structural model (Inner Model) can be utilized to investigate the interrelationships of latent components. One way to evaluate the inner model is to determine the significance of the parameter coefficients, run a t-test, and get the R-squared value.

Table 4. R-Square Calculation Results

Variabel	R-square	R-square Adjusted
Professional Development (Y)	0,682	0,673
Work Life Balance (Z)	0,123	0,106

According to the data in table 4, the R-square value for the career maturity variable is 0.682, while the R-square value for the work life balance variable is 0.123. The work life balance, social support, and locus of control variables account for 68.2% of the variance in the career maturity variable, with the remaining 31.8% being attributed to other factors. The social support and locus of control variables account for 12.3% of the variation in the work life balance variable, whereas the remaining portion is influenced by unaccounted factors in this study.



Picture 1. Koefisien Patch

The path coefficient is a value that shows the direction of the link between variables and might indicate if a hypothesis is positive or negative. The examination of the path coefficient seeks to determine the significance of the independent variable's influence on the hypothesis. The path coefficient value ranges between 1 and -1, and the closer it is to 1 or -1, the stronger the association (Ghozali, I. & Latan, 2015).

Table 5. Path Coefficients Hipotesis Score

Impact of relationships	Hipotesis	Koefisien	<i>T-value</i>	<i>P-Values</i>	Description
Social support -> Professional Development.	H1	0,129	1,908	0,056	No Significance
Locus of Control -> Professional Development	H2	0,528	5,205	0,000	Significat
Social support -> Work Life Balance	H3	0,178	1,974	0,048	Significat
Locus of Control -> Work Life Balance	H4	0,236	1,978	0,048	Significat
Work Life Balance -> Professional Development	H5	0,408	3,736	0,000	Significat
Social support -> Work Life Balance -> Professional Development	H6	0,073	1,682	0,093	No Significance
Locus of Control -> Work Life Balance -> Professional Development	H7	0,096	1,457	0,145	No Significance

Based on the data analysis results displayed in table 5, if the t-value is below 1.96 and the p-value is over 0.05, the findings are considered positive but not statistically significant. Thus, hypothesis 1, 5, and 6 exhibit insignificant results. Conversely, when the t-value exceeds 1.96 and the p-value is below 0.05, it signifies statistically significant positive findings. Significant results are observed in hypothesis 2, hypothesis 3, hypothesis 4, and hypothesis 5.

Discussion

Impact of Social Support on Career Development

The data analysis test conducted on the first hypothesis revealed that social support had a beneficial effect on professional maturity. However, this effect was not statistically significant, as indicated by a track coefficient value of 0.129. Based on the t-statistical value being less than the t-table value ($1.908 < 1.96$) and the probability value being more than the p-value ($0.056 > 0.05$), it can be concluded that there is no significant influence of social support on professional maturity. The respondents' answers to the social support variable predominantly fall within the highest category, particularly in relation to the emotional support indicator, with an average score of 3.98. Consequently, the provision of emotional support from both colleagues and leaders will significantly influence the performance of staff members. The help provided will serve as a platform for exchanging views regarding women's career progression. (Nashriyah et al., 2014). The social support function in this context serves as a beneficial external impact that aids individuals in effectively carrying out their obligations and responsibilities within the company. (Mahsun et al., 2023). However, this investigation yielded contrasting outcomes. This could be attributed to the fact that some officials do not perceive receiving support from any or all of the social support sources that were examined. The question indication provides a clearer view of the support received from superiors.

The initial findings made in the research field indicate that there is a phenomenon in which the officer experiences a decrease in their own sense of self-worth. As an illustration of this, there is a civic organisation that voluntarily resigned from an important position because it was of the opinion that it was unable to fulfil the obligations and responsibilities that were associated with that vital duty. Therefore, while it is already admirable for the superior to provide social support for the officer's career, it becomes more difficult when the employee themselves experiences a sense of self-doubt in navigating the career route that has been allotted to them. According to the findings of the Astika study (2021), which states that social support does not have a significant influence on occupational maturity, the findings obtained here are consistent with those findings.

The Influence Locus of Control toward Creer Development

According to the results of the test that was conducted on the data analysis, the second hypothesis suggests that the locus of control has a statistically significant and positive influence on the level of professional maturity. The fact that the positive route coefficient value is 0.528 lends credence to this assertion. Additionally, the t-statistic value of 5.205 is higher than the crucial value from the t-table, which is 1.96, and the probability value of 0.000 is lower than the significance level of 0.05. The fact that this is the case suggests that there is a considerable connection between career maturity and locus of control. Consequently, it is possible to draw the conclusion that the locus of control has a positive and significant influence on the level of professional maturity exhibited by female government employees working at the Secretariat of the West Nusa Tenggara Province.

Both the internal and the external locus of control features of the respondents are categorised as having a high level of significance. The item that represents the effort has the greatest category value, which is 4.20, according to the internal locus of control indicator. It appears from this that female members of the civil apparatus commit a substantial amount of effort and responsibility to their jobs. While this was going on, the external locus of control indicator awarded the fate item the highest possible category score of 4.30 point. It is clear from this that the female members of the civil bureaucracy have a firm faith in their own future. Therefore, it is believed that whatever occurs to her will be her destiny.

The career maturity of female government servants in the Regional Secretariat of West Nusa Tenggara Province improves as their locus of control grows. A strong internal locus of control fosters a sense of responsibility for one's own achievements and shortcomings. Moreover, it can foster the

development of self-assurance to enhance professional maturation within the organisation. Ariyani's (2019) study found that persons who possess an internal locus of control are capable of effectively navigating their skills in achieving career maturity and cultivating self-assurance in order to excel in their professional endeavours. The results of this study align with the research conducted by Azzahrah et al. (2023), Hasanah et al. (2023), and Hertanti & Sugiharto (2022), who found a notable positive correlation between internal locus of control and career maturity. This suggests that individuals with a stronger internal locus of control tend to exhibit a higher level of career maturity.

The Influence of Social Support towards Work Life Balance

The third hypothesis was tested via data analysis, and the results show that social support significantly improves work-life balance. A positive influence is indicated by the route coefficient value of 0.178, which provides evidence of this. In addition, the t-statistic value of 1.974 is higher than the critical value of 1.966 from the T-table, while the probability value of 0.048 is lower than the significance level of 0.05. Hence, it's safe to say that social support plays a major role in determining one's ability to strike a work-life balance.

The respondent's reactions to social support variables and work-life balance are classified as high and appropriate. Therefore, it can be inferred that the findings of this study suggest a correlation between the level of social support available to women in the NTB Provincial Regional Secretariat and their work-life balance. Increased support correlates with enhanced work-life balance. Sarafindo (2011) defines social support as the provision of attention, appreciation, and assistance to an individual. Support can be derived from several sources including spouses, families, superiors, and co-workers.

A study conducted by Marcinkus et al. (2007) indicated that employees who receive substantial social support also likely to experience a significant level of work-life balance. This is attributed to the influence of the social environment, which offers assistance when it is required. This support will enable women to achieve a balance between their tasks in the workplace and their responsibilities in the family. The findings of this study align with the research conducted by Anwar & Nurdin (2023) and Nurhabiba (2020), which suggest that there is a positive correlation between the level of social support received and the level of work-life balance among women in civil service.

The Influence of Locus of Control towards Work Life Balance

Based on the findings of the previous data analysis test, the fourth hypothesis proposes that locus of control significantly and positively influences work life balance. The favourable influence is evident from the route coefficient value of 0.236. Furthermore, the t-statistic value exceeds the critical t-table value ($1.978 > 1.96$), and the probability value is lower than the predetermined significance level ($0.048 < 0.05$). Therefore, it may be inferred that there is a significant association between locus of control and work-life balance. Therefore, it can be inferred that the locus of control has a substantial and beneficial impact on the work-life balance of female civil workers at the NTB Provincial Secretariat. The study revealed that the external locus of control variable has a mean value of 4.13, whilst the internal locus of control variable has a mean value of 4.12. Thus, it can be deduced that female civil servants see that all events that impact them are intricately connected to external sources of power. Sumijah's (2015) research indicates that persons with an external locus of control display specific characteristics. They exhibit a passive demeanor towards their environment, maintain the conviction that their current actions will influence the future, and display a tendency to rely on others.

Individuals with an internal locus of control believe that their own actions are the primary cause of the events and outcomes they experience. According to a study conducted by Elmayandari et al. (2018), women with an internal locus of control exhibit better behavior control, display more positive work behavior, experience higher job satisfaction, are adept at problem-solving, and believe that the rewards and punishments they receive are directly linked to their performance.

It may be inferred that female civil apparatus have a high level of both internal and external locus of control. As a result, they make an effort to be accountable in their daily life, including family chores, societal responsibilities, and work duties. Work-life balance refers to the ability of individuals to effectively manage and harmonize their professional and personal responsibilities. According to a study conducted by Suhakim (2020), individuals who have a strong work-life balance are more capable of making autonomous judgments. Trevino (1986) asserted that individuals with a strong internal locus of control exhibit greater accountability for the outcomes of their actions, enabling them to effectively balance their attitudes, behaviors, and actions in order to successfully navigate the demands of both their professional and personal lives. The findings of this study align with the research conducted by Ummah (2022), indicating that locus of control exerts a substantial impact on work-life balance.

The Impact of Work Life Balance on Career Development

The data analysis test results reveal that the fifth hypothesis supports the notion that work-life balance has a significant and positive effect on career maturity. This is evident from the track coefficient value of 0.408, which signifies a positive impact. The t-statistic value (3.736) is more than the t-table value (1.96), indicating a substantial influence between working life balance and professional maturity. Additionally, the probability value (0.000) is smaller than the p-value threshold (0.05), further supporting this conclusion.

The respondent's answer to the work life balance variable falls into the category that corresponds to an average score of 3.62. Therefore, it can be inferred that achieving a suitable work-life balance has the potential to impact the variable of career maturity. Greater career maturity can be obtained when women align more closely with work-life balance. Each employee necessitates a high standard of life equilibrium and is capable of allocating time between work and personal life. The personnel have the option to maintain a work-life balance by effectively managing their professional and personal or familial obligations. (Setyanti et al., 2021).

Prahesti (2018) defines professional maturity as the capacity of an individual to make appropriate job choices. In this instance, it encompasses the individual's capacity to select a work that is of personal interest, the individual's readiness to make career choices, and the individual's ability to handle the challenges associated with their career progression. Hence, an individual who maintains a harmonious equilibrium between their personal and professional life would possess the ability to make informed choices regarding their career progression and assume accountability for those decisions. Furthermore, according to a study conducted by (Karlita et al., 2020), it is elucidated that the more effectively work-life balance is implemented for employees, the greater their reported level of satisfaction. (Manajemen et al., 2022)

The Influence of Work-Life Balance Mediates the Relationship between Social Support and Career Development

The sixth hypothesis suggests that social support has a positive but non-significant impact on career maturation through work-life balance, as indicated by the results of the aforementioned data analysis. This is supported by a path coefficient value of 0.073, which indicates a positive value. In addition, the probability value is greater than the p-value ($0.093 > 0.05$) and the t-statistic value is less than the t-table value ($1.682 < 1.96$), suggesting that there is no significant relationship between social support and career maturity through work-life balance. Therefore, it can be deduced that the influence of work-life balance on the career maturity of female civil officials in the Administration of the Province's Office of NTB has not had a significant impact on the level of social support they receive. Despite the fact that all three variables have high average values, they have not yet been able to influence one another.

In theory, employees with a high level of work-life balance can enhance their engagement in the organization, leading them to feel that the organization and its environment support and appreciate their

work (Nurhabiba, 2020). Employees with high social support are more likely to be motivated to achieve their planned future goals, make informed career decisions, and assess the associated risks (Otavia et al., 2021).

Social support can potentially contribute to and influence career maturity. Prahesti (2018) defines career maturity as an individual's ability to make appropriate career choices. The maturity of a career can be influenced by internal factors such as intelligence, talent, and interest, as well as external factors such as social support (Herin & Sawitri, 2017). Within the context of career maturity, social support can play a crucial role. The support from colleagues and leaders can assist an individual in overcoming challenges, providing fresh perspectives, and even offering opportunities for professional growth and development. However, social support in the context of the maturity of female civil servants in the provincial secretariat of NTB does not have an impact.

This is likely due to the fact that female civil servants do not receive full support from the very sources of support themselves. Work-life balance, as a mediating variable, is just one aspect of life that might influence an individual's career maturity. Career maturity involves self-awareness, skill development, a strong professional network, diverse work experience, and the ability to overcome obstacles and learn from failures. Therefore, although work-life balance can assist individuals in maintaining a balance between their professional and personal life, it may not directly mediate social support towards career maturity, particularly within the context of female civil servants in the secretariat of West Nusa Tenggara Province. However, having a good work-life balance can create an environment that supports professional growth by allowing individuals to focus on personal development outside of work and receive support from their social environment.

The Influence of Work Life Balance Mediates the Relationship between Locus of Control and Maturity

Taking into account the findings of the data analysis, the seventh hypothesis proposes that the locus of control has a positive influence on professional maturity through work-life balance, but that this influence is not statistically significant. A result of 0.096 for the path coefficient provides evidence that a positive value is present in the data. Furthermore, the value of the t-statistic, which is 1.457, is lower than the critical value of the t-table, which is 1.96, and the probability value, which is 0.145, is higher than the significance threshold, which is 0.05. It has been found that the locus of control does not have a significant impact on professional development through improved work-life balance. Therefore, it is possible to draw the conclusion that the influence of work-life balance on the link between locus of control and career maturity of female civil officials working in the Secretariat of the Provincial Government of West Nusa Tenggara Province is not significant.

In this study, all three variables exhibit high values in each indicator. However, the work-life balance variable has not been able to influence the locus of control variable, whether internal or external, towards career maturity. According to Trevino (1986), individuals who have a good work-life balance will have a high locus of control. This is because individuals with a high locus of control take more responsibility for the consequences of their actions and have their own guidelines for good and bad behavior. Individuals who perceive themselves as having a greater sense of control over their time (locus of control) may be more capable of effectively managing their time to achieve a balance between work and personal life.

However, this study does not demonstrate a direct correlation between work-life balance and locus of control in the context of career maturity among female civil servants in the Secretariat of the West Nusa Tenggara Provincial Government. According to a study conducted by (Nurmayanti et al., 2022), employees tend to believe that flexible work is more capable of balancing work enthusiasm, which will have a positive impact on work-life balance. Additionally, employees tend to have more trust if their leaders act as a balance between work and personal roles. In this study, the variable locus of control refers

to an individual's belief in the extent to which they feel they have influence over the outcomes in their life. While work-life balance can impact the well-being and performance of individuals, it is not necessarily directly related to their perception of locus of control in their careers.

The Impact of Work-Life Balance Examining the Influence of Locus of Control on Maturity

The seventh hypothesis, as per the data analysis test's results, suggests that the locus of control has a statistically negligible but favourable effect on professional maturity through work-life balance. This relationship is illustrated by the path coefficient's positive value of 0.096. Furthermore, the probability value (0.145) exceeds the significance level (0.05), and the t-statistic value (1.457) is less than the critical t-table value (1.96). Consequently, it can be inferred that the work-life balance does not have a substantial impact on professional maturity as a result of the locus of control. Consequently, it is possible to infer that the influence of work-life balance on the relationship between locus of control and career maturation of female civil apparatus at the West Nusa Tenggara Province Secretariat is not significant.

Each indicator in this study exhibits high values for all three variables. Nevertheless, the variable of work-life balance has not demonstrated the ability to impact the variables of locus of control, both internal and external, in relation to professional maturity. As per Trevino (1986), individuals who maintain a strong work-life balance exhibit a high locus of control. This means that they take greater responsibility for the outcomes and activities in their lives and establish their own standards for distinguishing between right and wrong behavior. People with a strong sense of control over their time (locus of control) are likely to be more skilled at managing their time to maintain a harmonious balance between their job and personal lives.

Nevertheless, this study did not demonstrate a clear connection between work-life balance and locus of control in the specific context of career maturity among female civil servants at the Regional Secretariat of West Nusa Tenggara Province. According to a study conducted by Nurmayanti et al. (2022), employees generally perceive that flexible work arrangements are more effective in maintaining job enthusiasm, leading to a beneficial influence on work-life balance. Furthermore, employees are more likely to have confidence in their boss when there is a harmonious equilibrium between their job and personal responsibilities. In this study, the term "locus of control" refers to an individual's thoughts regarding the degree of influence they have over the outcomes in their lives. While work-life balance can impact an individual's well-being and performance, it is not necessarily linked to their impression of control over their employment.

Conclusion

Based on the results of the data analysis above, it can be inferred that the social support variable has a positive albeit statistically negligible impact on professional maturity. This indicates that despite the female civil apparatus receiving a significant amount of social assistance, it has not resulted in an improvement in their career maturity. Simultaneously, the factors of internal and external locus of control, as well as the variable of work life balance, exert a positive and statistically significant impact on professional maturity. This might be understood as the notion that enhancing an individual's career maturity requires a combination of internal and external factors, with strong self-control being essential. An individual with a strong sense of self-discipline will be capable of achieving equilibrium between their personal life and professional obligations. Regarding work-life balance as a mediating variable, it has not been able to mediate the direct impact of social support and locus of control on career maturity among female civil servants at the West Nusa Tenggara Province Secretariat. In summary, the survey found that female civil apparatus demonstrates a high level of vocational maturity.

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