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AN EMPIRICAL STUDY ON THE RELATIONSHIP BETWEEN CAREER ADMINISTRATION AND CAREER SUCCESS: AN ISLAMIC PERSPECTIVE

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ABSTRACT

Career administration is essential for achieving career goals, relying on efficient management, particularly through job autonomy and transformational leadership. Research indicates that promoting job autonomy and implementing transformational leadership positively impacts employees' career success, including promotions and satisfaction. However, practical issues such as inconsistent management practices and lack of support for job autonomy have hindered career success in many organizations. This study addresses these industry challenges by examining how job autonomy and transformational leadership influence career success within Malaysian government agencies from an Islamic perspective. By recognizing the difficulties employees face in maintaining efficiency and job performance, this research aims to understand how organizations can utilize career administration strategies to overcome these obstacles and enhance employee career success. A survey of 215 employees revealed two significant findings: firstly, career administration is positively and substantially correlated with promotions, and secondly, career administration positively linked to career satisfaction within the organization. These results highlighted the importance of career administration as a factor affecting career success. The study contributes to our understanding of how organizations can foster a positive work environment able to lead to a better organizational outcome.

Keywords: Job autonomy, transformational leadership, promotions, career satisfaction

INTRODUCTION

Islam is the al-din revealed to Prophet Muhammad SAW as a guide and system of life to organize the lives of all humans in this world. One of the aspects that is given significant attention in Islam is the career of individuals (Agherdien et al., 2024; Akbar et al., 2024). In the context of Islamic civilization, career refers to the work performed by an individual. Islam obliges its followers to work to sustain life by earning sustenance and provisions for themselves and their families (Abdul Ghani Azmi, 2013; Ratna et al., 2024)

There are several verses in the Quran that emphasize the command to work, for example in Surah al-Taubah 9:105:

وَقُلِ ٱعْمَلُواْ فَسَيَرَى ٱللَّهُ عَمَلَكُمْ وَرَسُولُهُۥ وَٱلْمُؤْمِنُونَ وَسَتُرَدُّونَ إِلَىٰ عَٰلِمِ ٱلْغَيْبِ وَٱلشَّهَٰدَةِ

فَيُنَبِّئُكُم بِمَا كُنتُمْ تَعْمَلُونَ ۝

The meaning is:

And say (O Muhammad): "Work (righteousness): Soon will Allah observe your work, and His Messenger, and the Believers: Soon will you be brought back to the knower of what is hidden and what is open: then will He show you the truth of all that you did."

Additionally, Allah swt explains that the daytime is granted to His servants for working, while the night is made for His servants to rest after a day's work. This is evident in Surah al-Rum 30:23:

وَمِنْ ءَايَٰتِهِۦ مَنَامُكُم بِٱلَّيْلِ وَٱلنَّهَارِ وَٱبْتِغَآؤُكُم مِّن فَضْلِهِۦٓ إِنَّ فِى ذَٰلِكَ لَءَايَٰتٍ لِّقَوْمٍ

يَسْمَعُونَ ۝

The meaning is:

And among His signs is your sleep by night and by day, and your seeking of His bounty. Verily, in that are indeed signs for a people who listen.

Work in society has existed for a long time, even before the prophethood of Prophet Muhammad (SAW). For instance, Prophet Adam a.s engaged in agriculture, Prophet Noah a.s. was involved in trade, Prophet Daud a.s. was a blacksmith, Prophet Moses a.s worked in writing, Prophet Zechariah a.s was a carpenter, and Prophet Idris was engaged in business based on tailoring (Umar Sulaiman al-Asyqar, 2008; Zaini, 2015) Various fields of work further developed during the time of the Prophet and his companions, with Prophet Muhammad SAW himself engaging in trade and recognizing the importance of work in advancing humanity. During this period, the Quran was revealed to Prophet Muhammad SAW, emphasizing work and career as crucial aspects of Islamic society.

Verses in the Quran that explain the work of the prophets can be seen in several surahs. For example, in Surah al-Anbiya' 21:80, Allah says:

$$\text{وَعَلَّمْنَٰهُ صَنْعَةَ لَبُوسٍ لَّكُمْ لِتُحْصِنَكُم مِّنۢ بَأْسِكُمْ ۖ فَهَلْ أَنتُمْ شَٰكِرُونَ ۝}$$

The meaning is:

And We taught him the making of coats of mail for you to protect you in battle.

Furthermore, in Surah al-A'raf 7:74, Allah says:

$$\text{وَٱذْكُرُوٓاْ إِذْ جَعَلَكُمْ خُلَفَآءَ مِنۢ بَعْدِ عَادٍ وَبَوَّأَكُمْ فِى ٱلْأَرْضِ تَتَّخِذُونَ مِن سُهُولِهَا قُصُورًا}$$

$$\text{وَتَنْحِتُونَ ٱلْجِبَالَ بُيُوتًا ۖ فَٱذْكُرُوٓاْ ءَالَآءَ ٱللَّهِ وَلَا تَعْثَوْاْ فِى ٱلْأَرْضِ مُفْسِدِينَ ۝}$$

The meaning is:

And He made dwellings for you in the earth: you build palaces in its plains and carve out homes in the mountains.

Although these Prophets had their respective fields of work, they did not neglect their followers in carrying out administrative tasks and duties. For example, Prophet Muhammad SAW often consulted with his followers in distributing tasks or work. The task of writing agreements, for instance, was given to Ali ibn Abi Talib, while Huzaifah ibn Al-Yaman was assigned to keep secrets, and Al-Harith ibn Auf was tasked as the custodian of the seal. Similarly, other followers like Muaiqib ibn Abi Fatimah served as the recorder of war booty, and Said ibn Thabir was entrusted as the translator for Prophet Muhammad SAW (Eldarifai et al., 2024; Sohair Abdel Moneim Sery, 1990) He always ensured that administrative tasks and the execution of duties were carried out systematically and orderly to ensure everything ran smoothly without any problems.

As a result of this efficient and systematic administration, companions who excelled in their respective jobs and businesses emerged. For example, Abdul-Rahman bin 'Auf was known as a wealthy and generous individual. He possessed skills and prowess in conducting business, resulting in substantial profits. Through his abilities, he became a model Islamic entrepreneur who was wealthy, efficient, and professional. His wealth is evidenced by his donations during wars and his charity or infak to Muslims of his time (Abu 'Aisyah, 2015) The governance system implemented by Prophet Muhammad and his companions has been adapted by organizational practitioners to suit modern career management techniques. Although the system used during the Prophet's time differs from today, both systems recognize commendable management practices built on human values that bring welfare to both employees and organizations.

In an organizational context, employers believe that having efficient administration and management is crucial in planning systematic career paths to enhance the knowledge, current skills, new abilities, positive attitudes, and overall competencies of employees serving at various levels and categories. This efficiency is essential for achieving organizational goals and strategies in the era of globalization and a borderless world (Rasid et al., 2010; Retno et al., 2024)

Career management is a vital element in strategic human resource management, where human resource managers are tasked with designing and administering the careers of employees serving in various levels and categories. For instance, human resource managers are involved in designing systematic career

paths that allow employees to align their interests and abilities with the changes and opportunities within the organization (Ismail et al., 2013; Jo et al., 2024) With such strategic management, employees can be motivated to choose jobs and professions not just for salaries but also for achieving better career development.

An effective career management results from efficient management and administration within an organization (van Leeuwen et al., 2024; Wan Mohd Nowalid et al., 2015) Efficient management requires managers who are capable of performing two main roles which are job autonomy and transformational leadership (Abgeller et al., 2024; Shatila et al., 2024) According to the literature on human resource management, the ability of managers to determine job autonomy and implement the transformation process systematically can have a positive impact on the career success of employees within an organization, particularly in terms of promotions and career satisfaction.

Although this relationship is significant, the influence of career administration as an important independent variable has been less discussed in-depth in few previous studies (Choi et al., 2023; Wahdiniawati et al., 2024) This is due to several factors. First, most past studies have interpreted the concept and characteristics of job autonomy and transformational leadership based on Islamic and secular perspectives separately. For example, Islamic management scholars use the Quran and Hadith, as well as reason guided by divine revelation, to explain the definitions, elements, and the importance of these variables to achieve happiness in this world and the hereafter (Al Mustofa et al., 2022; Shabana, 2023) On the other hand, many secular scholars use reason and societal values to explain the definitions, elements, and the importance of job autonomy and transformational leadership as a tool for achieving happiness in this world (Chandranathan, 2024; Zhou, 2020) As a result, the discussion only clearly explains the differences in the concept of both variables based on Islamic and secular approaches, but it does not highlight the role of job autonomy and transformational leadership as an essential factors in the organizational career administration model.

Second, previous research findings on job autonomy and transformational leadership have received substantial criticism from organizational management, including employers, managers, and employees. They argue that the conceptual framework and methodology of past studies are insufficient to clearly explain the advantages and importance of the concept of job autonomy and transformational leadership from an Islamic perspective compared to the concept of behavior from a Western perspective (Mariyana et al., 2024) Additionally, these studies have failed to convince organizational management to apply the concept of both variables from an Islamic perspective to enhance career success in organizations with different ownership, goals, strategies, structures, cultures, and employees from diverse backgrounds, ethnicities, and religions (Atoom et al., 2024)

Therefore, this paper aims to bridge the gap by examining the influence of job autonomy and transformational leadership on career success within the studied organization.

LITERATURE REVIEW

Relationship between Career Administration and Career Success

In the Islamic approach, the effect of career administration on career success is supported by the Quran and Hadith. Among the Quranic verses that support this relationship are those related to the principles of ehsan (benevolence) and justice in interactions. The exhortation to act benevolently and justly is not limited to specific acts of worship but should be implemented throughout life. For example, Surah al-Nahl 16:90 emphasizes that Allah SWT encourages and commands His servants to act justly and kindly towards one another. Similarly, in Surah al-Maaidah 5:8, Allah emphasizes that justice must be practiced in bearing witness and upholding the truth.

Furthermore, Surah al-Qasas 28:77 calls upon every person to do good to others while seeking happiness in both this world and the hereafter. In Surah al-A'raf 7:56, Allah SWT instructs His servants to always do good and avoid His prohibitions because those who perform good deeds will receive

Allah's mercy in this world and the hereafter. In the context of work environment, the discussion above highlights that an individual must work to support themselves and their families (doing good to others), have sincere intentions for the sake of Allah SWT, and seek halal employment to attain blessings and Allah's pleasure in this world and the hereafter.

The principles from the Quran were applied by the prophets to lead and guide their followers. This is evident in Prophet Muhammad's leadership style. He helped others, treated everyone equally, understood individual needs, and held consultations (shura) to solve problems fairly (Beekun, 2012; Mohammad et al., 2008) The principles of ehsan and justice from the Quran demonstrated by Prophet Muhammad have been used by Western scholars to develop theories for managing employee careers. These include Job Demands-Resources (JD-R) theory and Career Social Cognitive Theory (CSCT).

According to the Job Demands-Resources (JD-R) theory, the organizational environment significantly impacts employee well-being and performance. Job demands may include high workload, challenging assignments, or complex organizational structures, while job resources encompass decision-making autonomy, supportive leadership, training opportunities, and a positive work environment. The JD-R theory applies to career management by focusing on balancing job demands and resources to enhance employee well-being, engagement, and long-term career success. Understanding the interplay between demands and resources enables organizations and individuals to create environments that promote flourishing careers.

Additionally, Career Social Cognitive Theory (CSCT) theory focuses on career success within organizations. It explains the influence of contextual factors (organizational support) on career success. According to CSCT, organizational support through training activities helps individuals acquire skills and knowledge, guiding them towards promotions and salary increases (Guthrie et al., 1998) The model suggests that individuals are more likely to take proactive actions to achieve career goals and success if they receive organizational support. Applying CSCT helps explain how human capital variables, organizational support, job fit, and social capital can predict an individual's career success within an organization.

The core principles of these theories are well-supported in career management literature. Previous studies employing a direct effects model have investigated career administration across various organizational settings. For instance, surveys of 630 graduates from public and private higher education institutions in Lebanon (Serhan & Tsangari, 2022) 224 employees working in Pakistan (Diaa et al., 2024), 560 employees working in 45 hotels in China (Lei et al., 2021) and 72 graduates from La Trobe University and Lincoln Institute of Health Sciences of Victoria (Nexhip et al., 2023) found that effective job autonomy and transformational leadership positively affected career success, particularly in terms of promotions and career satisfaction (Diaa et al., 2024; Lei et al., 2021; Nexhip et al., 2023; Serhan & Tsangari, 2022) Based on these findings, the following hypotheses are proposed:

H_1: There is a positive relationship between job autonomy and promotions.
H_2: There is a positive relationship between transformational leadership and promotions.
H_3: There is a positive relationship between job autonomy and career satisfaction.
H_4: There is a positive relationship between transformational leadership and career satisfaction.

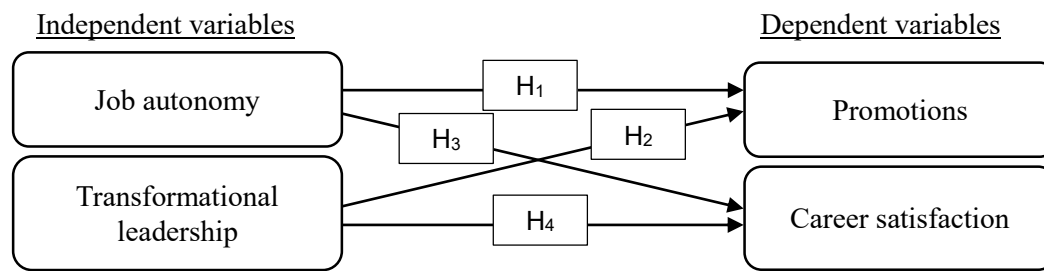The literature has been utilized to develop a conceptual framework for this study, as depicted in Figure 1.

Independent variables

Dependent variables

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┌─────────────────────┐         H₁         ┌─────────────────────┐
│    Job autonomy     │────────────────────│     Promotions      │
└─────────────────────┘    H₃      H₂      └─────────────────────┘
┌─────────────────────┐                    ┌─────────────────────┐
│  Transformational   │         H₄         │ Career satisfaction │
│     leadership      │────────────────────│                     │
└─────────────────────┘                    └─────────────────────┘
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Figure 1. Conceptual Model

RESEARCH METHODOLOGY

Research Design

This study utilized a cross-sectional research design to integrate existing career administration literature with actual survey data, ensuring the collection of accurate, less biased, and high-quality information (Creswell & Clark, 2018; Sekaran, 2003) The research is conducted across government agencies in Malaysia, with the organizations remaining anonymous to ensure confidentiality. The management of these agencies acknowledges the importance of being thorough and diligent to serve as expert consultants and reference centers for the public. They believe that meeting these responsibilities requires strong support from the human resource department. This department is tasked with collaborating with line managers to develop a career master plan aimed at improving employee well-being.

Sample

A purposive sampling method was employed to distribute 215 survey questionnaires across various departments within the organization. Data collection took place in May 2023, targeting Islamic Departments throughout Peninsular Malaysia, organized by region. Key contacts, including department heads' secretaries, assistant managers, and the human resource manager, assisted in distributing the surveys. Despite receiving permission from the organization head to conduct the study, confidentiality concerns prevented the provision of a list of registered employees, making random sampling impractical. Ultimately, 215 valid responses were obtained. Participants completed the survey voluntarily and provided their consent.

Measurement

Job Autonomy Section
Job autonomy is measured using 3 elements (Mack, 2012; Saragih, 2011). These elements include job scheduling, job method, and decision-making processes.

Transformational Leadership Section
For transformational leadership, 4 elements are adapted from career administration literature (Callow et al., 2009; Rank, 2006) The elements used to measure transformational leadership include inspirational motivation, intellectual stimulation, individual consideration, and charisma.

Promotions Section
For promotions, 2 elements are adapted from career management literature ((Forret & Dougherty, 2004; James, 2000; Stout et al., 1988; Sutton, 2006; Whitely et al., 1991) These elements include opportunities for promotions and career advancement achieved.

Career Satisfaction Section
For career satisfaction, 2 elements are adapted from career administration literature (Mohd Rasdi et al., 2011; Sutton, 2006) These elements were extrinsic and intrinsic career success.

All elements are evaluated using a 7-point scale, where 1 represents "strongly disagree/dissatisfied," and 7 represents "strongly agree/satisfied." This study focuses on staff attitudes, with demographic variables controlled for.

Data Analysis

The survey questionnaire data was analyzed using SPSS and SmartPLS software. The analysis process began with a preliminary examination using IBM Statistical Package for Social Sciences (SPSS) to conduct initial data checks. Then, the research model was assessed using the Partial Least Squares (PLS) technique with SmartPLS 4.0 software. The analysis involved two main steps: first, evaluating the measurement model for reliability and validity; and second, assessing the structural model with the *Bootstrapping Technique* to determine the significance of path coefficients (Hair et al., 2017; Henseler et al., 2009). SmartPLS is advantageous for its ability to analyze both reflective and formative measurement models simultaneously without requiring normally distributed data, accommodating small sample sizes, and offering an intuitive user interface (Henseler et al., 2009).

FINDINGS

Respondents' Profiles

Table 1 shows that the majority of participants were female (61.9%), aged between 25 and 34 years (39.1%), held a diploma (33.5%), had been employed at the agency for 5 to 14 years (60.5%), permanent staff (91.2%), and had a monthly salary ranging from RM 1000 to RM 2499 (57.7%).

Table 1.
Demographic statistics (n = 215)

Profile	Sub-profile	Percentage (%)
Gender	Male	38.1
	Female	61.9
Age	Below 25 years old	9.8
	25 – 34 years old	39.1
	35 - 44 years old	35.3
	45 – 54 years old	12.1
	55 years and above	3.7
Education	SRP/PMR/LCE	6.0
	SPM/MCE	33.0
	STPM/HSC	14.0
	Diploma	33.5
	Degree	12.6
	Master/PhD	0.9
Length of Service	Less than 5 years	16.7
	5 – 14 years	60.5
	15 – 24 years	16.3
	25 years and above	6.5
Types of Service	Permanent	91.2
	Contract	8.8
Monthly Salary (RM)	Less than 1000	10.2

1000 - 2499		57.7
2500 – 3999		27.0
4000 and above		5.1

Notes: SPM/MCE: Sijil Pelajaran Malaysia/ Malaysia Certificate of Education; STPM/HSC: Sijil Tinggi Pelajaran Malaysia/Higher School Certificate, RM: Malaysian Ringgit.

Validity And Reliability of Instrument

Table 2 displays the results for convergent validity (AVE) and reliability (CR) of the constructs. All outer loadings meet the required threshold of at least 0.50, confirming the satisfactory loading of each item within its respective construct (Hair et al., 2017) Additionally, the average variance extracted (AVE) for each construct exceeds 0.50, indicating acceptable convergent validity (Hair et al., 2017; Henseler et al., 2009) The composite reliability values are above 0.70, demonstrating the reliability of the constructs (Hair et al., 2017).

Table 2.
Result of Indicator Loadings and Reliability

Constructs	Indicator	Loadings	CR	AVE
Job autonomy	A1	0.592	0.914	0.524
	A2	0.555		
	A3	0.752		
	A4	0.688		
	A5	0.784		
	A6	0.758		
	A7	0.766		
	A8	0.737		
	A92	0.799		
	A10	0.700		
	A11	0.787		
Transformational leadership	B1	0.785	0.944	0.628
	B2	0.790		
	B3	0.842		
	B4	0.792		
	B5	0.837		
	B6	0.757		
	B7	0.833		
	B8	0.738		
	B9	0.815		
	B10	0.778		
	B11	0.746		
Promotions	C1	0.824	0.927	0.580
	C2	0.835		
	C3	0.802		
	C4	0.753		
	C5	0.733		
	C6	0.791		
	C7	0.794		
	C8	0.824		
	C9	0.603		
	C10	0.612		
Career satisfaction	D1	0.764	0.944	0.524
	D2	0.718		
	D3	0.761		
	D4	0.708		
	D5	0.782		

D6	0.758
D7	0.789
D8	0.705
D9	0.764
D10	0.800
D11	0.773
D12	0.776
D13	0.682
D14	0.692
D15	0.517
D16	0.517

Table 3 shows the results of the discriminant validity assessment using the Heterotrait-Monotrait Ratio Test (HTMT). All constructs exhibit HTMT values below the threshold of 0.85 (Hair et al., 2017), confirming they meet the criteria for discriminant validity. Moreover, the confidence intervals for each construct, shown in brackets, are less than 1.0 (Hair et al., 2017), further supporting the validity of the constructs.

Table 3.
Result of HTMT Correlations

	Job Autonomy	Transformational Leadership	Promotions	Career Satisfaction
Job Autonomy				
Transformational Leadership	0.601 (0.461, 0.727)			
Promotions	0.496 (0.371, 0.604)	0.459 (0.325, 0.581)		
Career Satisfaction	0.560 (0.431, 0.672)	0.517 (0.390, 0.627)	0.673 (0.564, 0.764)	

Table 4 provides the variance inflation factor (VIF) and analysis of descriptive statistics for the constructs. The correlation coefficients among the independent variables (job autonomy and transformational leadership), and the dependent variable (promotions and career satisfaction) have VIF values below 5.0 (Hair et al., 2017), indicating no significant collinearity issues and allowing for further analysis.

Moreover, the mean values for all constructs range from 5.767 to 6.056, reflecting high levels of job autonomy, transformational leadership, promotions and career satisfaction, with scores falling between high (5) and very high (6).

Table 4.
Result of VIF and Descriptive Analysis

Construct	VIF Values		Mean	Std. Deviation
	Promotions	Career satisfaction		
Job autonomy	1.464	1.464	6.056	0.543
Transformational leadership	1.464	1.464	5.921	0.644
Promotions			5.767	0.735
Career satisfaction			6.008	0.547

Results of Hypothesis Testing

Table 5 presents the results of hypothesis testing and the Standardized Root Mean Square Residual (SRMR) analysis. The hypothesis testing uncovers four significant findings. Firstly, job autonomy has a significant effect on promotions (β=0.319; t=4.205), supporting hypothesis H1. Secondly, transformational leadership significantly influences promotions (β=0.261; t=3.023), supporting hypothesis H2. Thirdly, job autonomy significantly impacts career satisfaction (β=0.362; t=4.336), supporting hypothesis H3. Finally, transformational leadership has a significant impact on career satisfaction (β=0.293; t=3.582), confirming hypothesis H3.

Next, the adjusted R² values reveal that job autonomy and transformational leadership account for 25.7% of the variance in promotions, while job autonomy and transformational leadership account for 33.2% of the variance in career satisfaction. These values range from 26% to 33%, indicating moderate to substantial effects of the research models (Cohen, 1988; Hair et al., 2017). Additionally, the SRMR value is 0.070, which is below the 0.08 threshold (Hair et al., 2017; Hu & Bentler, 1999), suggesting a good fit of the direct model.

Table 5.
Results of hypothesis testing

Hypothesis	Beta	t-value	Decision	f²	Adj. R²	Q²	SRMR
H₁:JA → PRMT	0.319	4.205	Supported	0.095	0.257	0.144	
H₂:TL→ PRMT	0.261	3.023	Supported	0.063			0.070
H₃: JA → CS	0.362	4.336	Supported	0.135	0.332	0.169	
H₄: TL → CS	0.293	3.582	Supported	0.089			

Note: *t = 1.96, p < 0.05; t = 2.58, p < 0.01; t = 3.29, p < 0.001*

In addition, the analysis also includes effect size (f²) and predictive relevance (Q²). The effect size assessment shows that the f² value for the relationship between job autonomy and promotions is 0.095, indicating a small-sized effect. Conversely, the f² value for transformational leadership and promotions is 0.063, reflecting a small effect. The association between job autonomy and career satisfaction has an f² value of 0.135, representing a small effect, while the relationship between transformational leadership and career satisfaction has an f² value of 0.089, indicating a small effect (Cohen, 1988; Hair et al., 2017).

The predictive relevance analysis (Q²) reveals that the relationships between job autonomy and promotions, as well as transformational leadership and promotions, have a Q² value of 0.144. Additionally, the relationships between job autonomy and career satisfaction, as well as transformational leadership and career satisfaction, show a Q² value of 0.169. Since all Q² values are greater than zero, this indicates that all constructs demonstrate predictive relevance within the model (Hair et al., 2017).

Result of PLS predict

Table 7 displays the findings from the PLS Predict analysis, which evaluates the predictive performance of the model. The Q² predict values for both promotions (PRMT) and career satisfaction (CS) are 0.144 and 0.169, respectively, both exceeding zero and meeting the predictive relevance criteria set by (Hair et al., 2017). This indicates that the model is effective at making accurate predictions.

To further assess predictive accuracy, this study utilized the Root Mean Squared Error (RMSE), as recommended by (Shmueli et al., 2019). Comparison of the RMSE between our PLS-SEM model and a Linear Model (LM) revealed that the PLS-SEM model consistently outperforms the LM across all indicators. This finding underscores the high predictive power of the model, in accordance with the standards established by (Shmueli et al., 2019) and (Hair et al., 2017).

In summary, the PLS Predict analysis confirms that the model not only demonstrates predictive relevance but also exhibits robust predictive power, as evidenced by the Q^2 predict values exceeding zero and the superior RMSE performance of the PLS-SEM model compared to the LM across all indicators.

Table 7.
PLS predict

Item	PLS SEM RMSE	LM RMSE	LM RMSE-PLS SEM RMSE	PLS SEM RMSE-LM RMSE
C1	0.870	0.895	0.025	- 0.025
C2	0.734	0.768	0.034	- 0.034
C3	0.979	1.044	0.065	- 0.065
C4	1.100	1.175	0.075	- 0.075
C5	1.103	1.141	0.038	- 0.038
C6	0.963	0.974	0.011	- 0.011
C7	0.934	0.947	0.013	- 0.013
C8	0.819	0.891	0.072	- 0.072
C9	0.766	0.775	0.009	- 0.009
C10	0.754	0.823	0.069	- 0.069
D1	0.738	0.781	0.043	- 0.043
D2	0.655	0.694	0.039	- 0.039
D3	0.835	0.889	0.054	- 0.054
D4	0.798	0.877	0.079	- 0.079
D5	0.726	0.773	0.047	- 0.047
D6	0.627	0.661	0.034	- 0.034
D7	0.607	0.642	0.035	- 0.035
D8	0.611	0.628	0.017	- 0.017
D9	0.646	0.716	0.070	- 0.070
D10	0.750	0.813	0.063	- 0.063
D11	0.730	0.815	0.085	- 0.085
D12	0.674	0.714	0.040	- 0.040
D13	0.668	0.729	0.061	- 0.061
D14	0.686	0.764	0.078	- 0.078
D15	0.722	0.781	0.059	- 0.059
D16	0.667	0.709	0.042	- 0.042

Result of Importance-Performance Map Analysis (IPMA)

This study further analyzed the data using a post-hoc Importance-Performance Map Analysis (IPMA). The objective was to identify predictors with high importance to the target variable but relatively low performance (Hair et al., 2017; Ringle & Sarstedt, 2016). Utilizing the IPMA module in SmartPLS 4 software, this study generated and interpreted the results.

The IPMA methodology first clarifies its principles and then outlines a systematic procedure for application, followed by an in-depth discussion of each step. The case study on technology utilization illustrates how IPMA can be applied in empirical PLS-SEM research.

The study revealed that IPMA (Importance-Performance Map Analysis) augments PLS-SEM (Partial Least Squares Structural Equation Modeling) by offering supplementary perspectives. The importance dimension, as depicted in path coefficients, indicates that job autonomy is the most impactful predictor for promotions (0.319) and career satisfaction (0.362), as it attained the highest performance rating among the variables examined.

Table 8.
Result of IPMA

Construct	Total Effect (Importance)	Index Value (Performance)	Total Effect (Importance)	Index Value (Performance)
	Promotions		Career satisfaction	
Job autonomy	0.319	69.422	0.362	69.422
Transformational leadership	0.261	65.848	0.293	65.848

DISCUSSION

The findings of the study emphasize the crucial influence of job autonomy and transformational leadership as key factors affecting promotions and career satisfaction within the organization. Managers involved in the study adapt their career administration strategies to employees at different job levels, ensuring these strategies align with established policies and procedures to fulfill stakeholder expectations. The majority of respondents express favorable views regarding job autonomy, transformational leadership, promotions, and career satisfaction levels. This indicates that the effective implementation of transformational leadership and job autonomy by managers positively impacts promotions and career satisfaction among employees.

This study has significant implications for theoretical advancements, research methodology, and practical applications. From theoretical advancements implications, it confirms that job autonomy and transformational leadership affect promotions and career satisfaction within the organization, in line with Job Demands-Resources (JD-R) theory and Career Social Cognitive Theory (CSCT) theory. The findings highlight that effective utilization of job autonomy and transformational leadership enhancing employees' promotion prospects as well as their career satisfaction, which supports previous research ((Diaa et al., 2024; Lei et al., 2021; Nexhip et al., 2023; Serhan & Tsangari, 2022).

From a methodological perspective, the survey questionnaires meet established reliability and validity standards, ensuring the research outcomes are both reliable and accurate. Practically, the study provides valuable recommendations for improving career administration practices. These include integrating coaching and mentoring to address varied employee needs, promoting teamwork to enhance collaboration and action planning, offering better rewards for high performers, conducting training to impart necessary skills and knowledge, and fostering social support to mitigate work conflicts and boost motivation. Implementing these strategies can help align staff with organizational career goals and enhance overall performance.

For the implications from practical perspective, the findings of this study can be used as a guide for management to adapt a *Tauhid*-based approach to improve career design and management among employees within an organization. To achieve this objective, attention should be given to the following aspects: First, enhancing job autonomy in career administration practices for employees. For example, leaders should provide sufficient and fair autonomy to all employees in planning and task allocation to ensure they perform their work perfectly and in a pleasant environment. When employees are given the freedom to carry out their tasks, the results depend entirely on their efforts, actions, and decisions. In this situation, employees will feel responsible for the success or failure of their work and careers. Therefore, they will perform their tasks with full dedication, care, and precision to achieve the success they desire.

Second, transformational leadership should be practiced by all leaders in every department because this leadership style is the best and most effective in influencing employee behavior at the workplace. Emphasizing this aspect will help employees perform their tasks and responsibilities better without feeling pressured by the policies and regulations set by the organization. This will have a positive impact on their behavior. A leader should ensure that their subordinates feel confident, allow them to be

creative, and give personal attention so that employees can perform tasks beyond what they thought they could do.

Third, immediate leaders need to instill and nurture Islamic work ethics in every individual within the organization to educate and guide them to perform their work and responsibilities with the intention of working for Allah; working sincerely, honestly, and willingly to achieve al-falah (success), barakatillah Fil Hayah (blessings in life), and mardhatillah (Allah's pleasure). This practice is in line with Allah's command mentioned in Surah Muhammad 47:2:

Meaning:

And those who believe and do righteous deeds and believe in what has been sent down to Muhammad, for it is the truth from their Lord, He will remove from them their misdeeds and amend their condition.

Additionally, in Surah al-Hajj 22:77 Allah SWT says:

Meaning:

O you who have believed, bow and prostrate and worship your Lord and do good - that you may succeed.

Finally, management should pay attention to efficient and effective career administration practices through the role of managers in career management. The findings of this study clearly indicate that the role of managers is more crucial in influencing work attitudes and behavior compared to the programs and activities provided by the organization. If immediate leaders or organizational management consider and take appropriate actions on these suggestions, it may motivate and assist employees in achieving success in their careers and within the organization.

CONCLUSION

This study highlights the pivotal roles of job autonomy and transformational leadership in influencing promotions and career satisfaction among employees in the studied organization. From an Islamic perspective, these findings emphasize the importance of ethical leadership and employee empowerment, which align with Islamic principles of justice, trust, and mutual respect. The focus on Islamic Departments throughout Malaysia provides a unique context where these principles are integral to organizational culture and management practices.

The research findings offer valuable insights for Islamic Departments in each state across Malaysia. By implementing career administration strategies that promote job autonomy and transformational leadership, these departments can enhance employee career success, leading to higher levels of promotions and career satisfaction. This approach not only aligns with Islamic values but also fosters a supportive and empowering work environment.

However, the study has limitations, primarily due to its focus on government agencies, which may restrict the generalizability of the results to other organizational settings. Future research should expand to include a variety of organizations, consider respondent variables such as age and gender, and adopt a longitudinal approach to explore how these relationships evolve over time. Additionally, investigating other theoretical constructs in career management, such as career choice and support, could provide further insights into career development and its impact on organizational outcomes.

By integrating Islamic values into career administration strategies, departments in each state can create a work environment that not only enhances career success but also aligns with the ethical and moral framework valued by employees. This approach can lead to more sustainable and meaningful organizational outcomes, contributing to the overall well-being and satisfaction of the workforce.

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