

“Employability in the context of career change: Utilizing social cognitive career theory”

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EMPLOYABILITY IN THE CONTEXT OF CAREER CHANGE: UTILIZING SOCIAL COGNITIVE CAREER THEORY

Abstract

As organizations transform, they adapt to unstable, unpredictable, complex, and ambiguous conditions. This study intends to explore the influence of self-efficacy and work values in determining employability using the choice model of the social cognitive career theory. The purpose of this paper is to investigate affective commitment as an outcome variable in relation to self-efficacy and intrinsic and extrinsic value support mediated by perceived internal and external employability. This paper uses data from 286 employees; the hypotheses were evaluated using partial least squares structural equations modeling. The results of this study support the employability paradox that states that perceived internal employability mediates a positive effect between self-efficacy and affective commitment, while perceived external employability has a negative effect on affective commitment. This study provides further evidence in the literature on employability that self-efficacy and perceived external employability have a significant role in the context of a career change. Intrinsic values support has a detrimental influence on perceived external employability. Extrinsic work values positively affect perceived internal and external employability, while intrinsic work values negatively affect perceived external employability.

Keywords

perceived employability, employability paradox, self-efficacy, work value support

JEL Classification

M12, M51

INTRODUCTION

Organizations undertake transformation to adapt to volatile, unpredictable, complex, and ambiguous conditions. The Indonesian government is currently experiencing bureaucratic transformation, which entails many changes, including organizational culture and structure and the conversion of a number of posts from structural to functional. Owing to this shift, workers' employability must evolve to support them in achieving their professional goals (Al Draj & Al Saed, 2023; Andresen et al., 2022; De Vos et al., 2011; Hogan et al., 2013).

A career change occurs when previous knowledge and skills are no longer relevant to the current job. Generally, career change comes at a significant cost to the person and the organization. It demands new training, time investment, and lost income. For years, experts and academics have disagreed on how much businesses gain from investing in employee career development (Nelissen et al., 2017). Putting money into employee career development could have unforeseen consequences for the organization. More qualified employees can find more promising jobs outside their organization (Van den Broeck et al., 2014). Promoting a job can lead to a higher turnover or lower commitment, compromising the organization's

flexibility and continuity. Rodrigues et al. (2020) and Yu et al. (2021) referred to the threats and advantages of facilitating personnel to develop further as an employability paradox.

Prior research related to employability mostly applied the social exchange perspective. It focused more on how organizations increase the employability of employees in preparing them to be promoted in the organizations. This way, employees have an organizational commitment and a low desire to leave the organization (Akkermans et al., 2019; Rodrigues et al., 2020; Van den Broeck et al., 2014; Yu et al., 2021). Previous studies have explored the employer's perception from an employee's standpoint. Nonetheless, both sides need to be examined to provide a greater comprehension. For this reason, this study argues that individual factors, self-efficacy, and organizational factors, precisely work values support, are essential in clarifying employability against the backdrop of a career change.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Social cognitive career theory comprises three interrelated models addressing a) interest development, (b) choice-making, and (c) performance (Lent et al., 1994). According to social cognitive theory, which explains a dynamic decision-making process, the theoretical model was established (Bandura, 1986). The choice model is the focus of this study. According to this choice model, self-efficacy, interests, and outcome expectancies, all play a crucial role in people's choice targets, such as the likelihood of pursuing a particular career path. The choice actions (an attempt to translate objectives into concrete behaviors, such as job applications or declared significant life decisions) are predicted by goals and by the same variables that predict goals, according to this model. Similar to how direct paths, appropriate support, and obstacles are shown to promote choice goals and actions, they also control the link between interests and goals and actions (Lent & Brown, 2019).

Personal inputs and environmental and situational elements influence this cognitive process, which changes over time. This idea connects outcome expectations, self-efficacy, and goals. The better one's self-efficacy and outcome anticipation, the more likely he/she can attain his/her career goals. Changing self-confidence has an impact on career objectives. Individual beliefs about one's personal skills that influence how one performs are referred to as self-efficacy (Bandura, 1986). This idea expresses a person's deepest thoughts regarding his/her ability to carry out essential work and the be-

lief that he/she can actively change these abilities into the required results (Wood & Bandura, 1989). Outcome expectations are the expected results of acts, for instance, social approbation, money gain, and status (Lent et al., 2016); goals refer to a person's aim to advance his/her career (Lent & Brown, 2019), whereas social cognitive career theory goals are plans, desires or intentions; a person aims to complete specified tasks (Bandura, 1986).

The concepts of job change and career change are repeatedly interchanged. In this paper, career change relates to moving to another role not inherent in traditional career development (Rhodes & Doering, 1983). It is characterized as changing to a different occupation or field where the existing expertise and commitments an individual has are primarily inadequate and where up-to-date training is required. Meanwhile, changing jobs, where people move to similar positions or occupations, is a typical career path. Career changes include a police officer becoming a lawyer, a nurse becoming a physiotherapist, and a lecturer quitting to work in human resources. Career changes frequently come at a high cost to the individual because of the additional training and human commitment necessary, as well as missed time and income (Blau, 2007).

Employability is crucial for individuals throughout their careers because it defines the alternatives that individuals have as regards attaining career changes that are wanted over time within or outside their existing profession or role (Clarke, 2008; De Vos et al., 2021; Drenzo & Greenhaus, 2011). Initially, research on employability concentrated predominantly on individuals who were about to or had recently left school together with the unem-

ployed, covering two major categories of professional changes. In recent decades, rapid socio-economic and technical changes have resulted in turbulent labor markets and career unpredictability, making employability a constant source of anxiety for people, companies, and policymakers (Direnzo & Greenhaus, 2011; Gazier, 2017). Continuing education and the changes people undertake during their careers have emerged as the concept of lifetime employability has gradually replaced that of lifetime employment (Forrier & Sels, 2003; Fugate et al., 2004). A change in occupation allows people to learn and develop their competencies, boosting their employability. Additionally, the latter may be a precondition as regards making a move. Hence, career change and employability are vital components of modern careers to be maintained (De Vos et al., 2021; Heslin et al., 2020).

From the social cognitive career theory perspective, employability is a competency for making career choices (Clarke, 2008). Employability is becoming increasingly significant since it allows job mobility within and between organizations. Employability has been predominantly advantageous for workers with cutting-edge or highly respected skills. Nelissen et al. (2017) distinguish between workers' internal and outward employability. Perceived external employability indicates the ability and willingness to transition to comparable or different employment at an alternative company. As a result, it highlights the importance of human capital among workers in the external labor market. Perceived internal employability highlights a worker's capacity and drives to work for the existing organization, which is the human capital value in the internal labor market. Trained individuals can fill various positions across the organization with less oversight.

This study contends that perceptions of internal and external employability are influenced by self-efficacy, particularly regarding job change. Self-efficacy beliefs come from four primary information sources: bodily and emotional states, vicarious experiences, such as observing people who share one's social ideas, and personal performance accomplishments (Bandura, 1986). Personal achievements, including successes and failures with particular tasks, are considered an exceptionally reliable source of information on ef-

ficacy. High self-confidence people will be able to generate perspectives for a career inside or outside the company.

Employees with high role breadth self-efficacy are more open to organizational changes, exhibit more innovative and learning behaviors, and are more willing to participate in development activities (van Dam & Seijts, 2008). Additionally, strong role breadth self-efficacy may make workers less interested in staying in their current position because they feel overqualified and may therefore explore switching jobs.

In the career development process, work values are recognized as crucial variables (Super & Šverko, 1995). As values partly concentrate on the required endpoint, they rationalize why individuals who choose various occupations are despondent regarding their choices. However, they carry out the duties connected with their particular job in an admirable way. Individuals experience their values concerning "ought," which pinpoints each of the procedures and aims to be followed. Work values are the moral precepts an individual believes should be upheld due to participation in the work role (the needed endpoint). These precepts give rise to directional goals, such as "I ought to act in this manner in order to move in this direction." Similar to how they serve as the cornerstone for goal formulation, values are crucial to decision-making. Employees can proceed toward their desired endpoint by setting properly designed objectives, such as desiring to be recognized by work colleagues and others.

A noticeable difference in regard to work values is between extrinsic and intrinsic values (Deci & Ryan, 2000; Gagné & Deci, 2005). Extrinsic work values underline the consequences of work; the visible incentives are external to the individual, for instance, income, opportunities to progress, and a reputation. On the other hand, intrinsic work values focus more on the tasks involved in doing the work, the intangible benefits that show a genuine interest in the work, the opportunity for learning, and the ability to be creative (Deci & Ryan, 2000).

Employees who feel their company upholds intrinsic principles likely believe they are employable in the domestic labor market. This approach is based

on the reciprocity norm and social exchange dynamics, specifically, that employees pay back organizational investment (Cropanzano & Mitchell, 2005). Organizations that highlight the relevance of intrinsic values are more likely to promote a positive work environment. These firms will likely provide more career options for their employees, strengthening perceived internal employability. Likewise, employees are liable to respond to organizational investment via loyalty, implying a focus on the domestic labor market. Employees discover and monitor job openings in the internal job market, which undoubtedly increases the perceived number of openings there and, as a result, increases internal employability.

The diverse life experiences that various generations encounter may well impact each generation's value as regards extrinsic rewards. An example relates to generations experiencing economic challenges that give more importance to compensation. Besides, more recent generations are inclined to have value orientations that are more materialistic and more individual than previous generations; specifically, the organization's considered advancement of extrinsic values may well generate a competitive attitude and behavior (Wang, 2018). Because of this, employees who get extrinsic goal advancement may have a sense of self-worth and the motivation to explore different employment possibilities. These unique variables are essential for promoting employability in general (Philippaers et al., 2019). Van den Broeck et al. (2014) suggested that extrinsic value support is related to external employability. Furthermore, the encouragement of extrinsic values may relate positively to perceived external employability.

The term "paradox of employability" stresses the reality that increased employability can generate both advantageous and disadvantageous consequences, as well as a risk for a company (Sanders & de Grip, 2004). The beneficial effect generally pertains to improvements in workers' performance and organizational behaviors. In contrast, the detrimental effect is characteristically observed in the increased staff turnover and staff looking for other jobs, along with ineffective work behaviors. A further negative impact is that staff are less emotionally committed to the organization (Nelissen et al., 2017; Rodrigues et al., 2020; Yu et al., 2021).

Employability is a tool whereby organizational investment can develop more dedicated workers (Akkermans et al., 2019). This study postulates that they may be listed on a curriculum vitae (CV). They are typically regarded as indicators of an employee's essential competencies, recognized off-the-job training, and career moves that enable an individual to progress. Lateral work transitions boost individuals' perceived external and internal employability. Social cognitive career theory is the basis for this argument. When employees see an organization invest in human resource procedures that can boost their employability, such as offering intrinsic support, this might result in mutual advantages for both employees and the firm. Personnel will benefit from this approach, as it will help them build vital knowledge and abilities. In contrast, organizations will benefit because they will respect this investment by exhibiting commitment in return. When a firm's investment in its employees is reduced, individuals see better job prospects elsewhere, reducing their commitment to the current organization.

This study aims to understand employability regarding a career change. Using social cognitive career theory developed by Lent et al. (1994) as a lens, this paper examines the position of individual self-efficacy and work value support as determinants of employability. Individual attitudes toward the organization, particularly affective commitment, are related to the outcome of this employability. Therefore, the hypotheses formulated based on the literature review are as follows (Figure 1):

H1a: Self-efficacy is positively associated with perceived internal employability.

H1b: Self-efficacy is positively associated with perceived external employability.

H2: Intrinsic work value support is positively associated with perceived internal employability.

H3a: Extrinsic work value support is positively associated with perceived internal employability.

H3b: Extrinsic work value support is positively associated with perceived external employability.

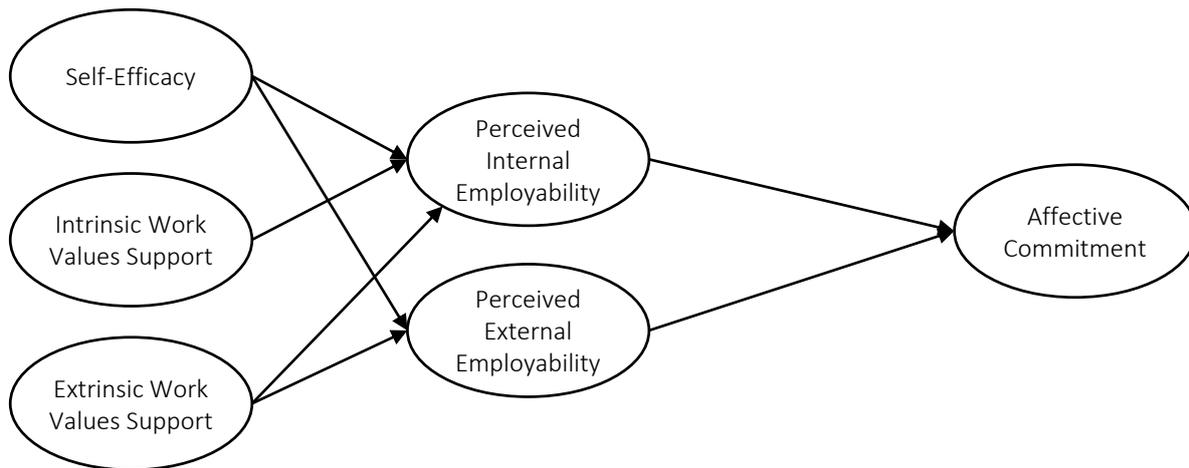


Figure 1. Conceptual model

H4a: Perceived internal employability mediates the relationship between self-efficacy and affective commitment.

H4b: Perceived external employability mediates the relationship between self-efficacy and affective commitment.

H4c: Perceived internal employability mediates the relationship between intrinsic value support and affective commitment.

H4d: Perceived external employability mediates the relationship between extrinsic value support and affective commitment.

2. METHODS

The respondents comprised 286 Central Bureau of Statistics employees who volunteered to participate in a study on employability at work. The employees responded to an electronic survey issued to their work email addresses. By guaranteeing anonymity, it was believed that the responders would be more honest. The survey was administered in January–February 2022, but the response rate was relatively low, at 22%. Despite being low, the percentage falls within the range Baruch and Holtom (2008) recommended, still applicable based on the prevalence of web-based studies among non-management workers (Anseel et al., 2010). Statistically, women tend to join more than men: 50.48 % (n = 106). Most respondents obtained a bachelor's degree (57.14 %; n = 120). The median age is 38 (SD = 9.3) years, while the

average length of service is 10 (SD = 9.3) years. Each scale was acquired from standard instruments determined to be reliable in previous research. A five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed. A five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was employed.

An affective commitment was calculated using Allen and Meyer's (1990) instrument that comprises eight question items. For example: "I would be thrilled to work for this organization for the remainder of my career" and "For me, this organization holds much personal significance."

Perceived internal and external employability was assessed using Rothwell and Arnold's (2007) approach. Perceived internal employability applies four items, such as "I am convinced that I would be kept even if this organization underwent downsizing." Perceived external employability consists of seven questions, e.g.: "My current employment has helped me develop abilities I can use in jobs outside this company."

Intrinsic and extrinsic value support was measured using the instrument devised by Van den Broeck et al. (2014) established on the Aspirations Index. It asks employees about their perceptions regarding the extent to which the organization considers three intrinsic values support necessary (sustaining positive social interactions, making a difference in society, and making an investment in one's development) as well as three external values (financial success, self-esteem and respect, and a position to

influence others). Each indicator has three question items, so there are nine items to measure intrinsic values and nine for extrinsic values.

Self-efficacy uses a general measurement for self-efficacy developed by Chen et al. (2001) with eight question items, for example: “I will be able to achieve most of the goals that I have set for myself” and “When facing difficult tasks, I am certain that I will accomplish them.”

3. RESULTS

In this study, to facilitate the analysis, each construct is classified into 2 (two) categories, namely high and low using an average cut off. In affective commitment, the proportion of high affective commitment scores is almost the same as low. The proportion of the employee who have a low Perceived Employability Internal (PEI) score is greater than

employees with a high PEI score. On the other hand, in Perceived Employability External (PEE), the proportion of high PEE score is greater than the proportion of low PEE score. The proportion of BPS employees in West Sumatra Province in 2022 who have a lower intrinsic support score is larger, which is 54.29 percent. Meanwhile, employees with a high score of extrinsic support and low extrinsic support each have almost the same proportion, namely 50.48 percent and 49.52 percent. Finally, for self-efficacy, it can be seen that the proportion of employees who have low self-efficacy scores is greater, namely 56.67 percent. Table 1 displays proportion of scores of perceived employability and affective commitment by type of support and self- efficacy.

The items’ means were employed to generate scale scores. Table 2 displays the means, standard deviations, Cronbach’s alphas, and correlations between scales. The results show that gender is unrelated to

Table 1. Proportion of scores of perceived employability and affective commitment by type of support and self-efficacy

Low		Commitmen Affective		Perceived Employability Internal		Perceived Employability External	
		High	Low	High	Low	High	Low
Intrinsic Values Support	Low	59.65%	40.35%	66.67%	33.33%	52.63%	47.37%
	High	31.25%	68.75%	41.67%	58.33%	40.63%	59.38%
Extrinsic Values Support	Low	53.85%	46.15%	75.96%	24.04%	57.69%	42.31%
	High	39.62%	60.38%	34.91%	65.09%	36.79%	63.21%
Self Efficacy	Low	57.98%	42.02%	72.27%	27.73%	63.03%	36.97%
	High	31.87%	68.13%	32.97%	67.03%	26.37%	73.63%

Table 2. Correlations, means, and standard deviation

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
Gender	1.50	0.50									
Age	36.88	8.61	-0.232**	-							
Job tenure	13.54	8.70	-0.230**	0.917**	-						
Self-efficacy	4.02	0.69	-0.225**	0.170*	0.160**	(0.875)					
Intrinsic value support	3.93	0.91	-0.093	0.329**	0.272**	0.401**	(0.817)				
Extrinsic value support	3.24	1.02	-0.078	0.110	0.341	0.332**	0.341**	(0.858)			
Perceived internal employability	3.56	0.91	-0.084	-0.055	0.190	0.549**	0.190**	0.493**	(0.731)		
Perceived external employability	3.60	0.88	-0.140*	-0.121*	-0.085	0.553**	0.192**	0.296**	0.690**	(0.893)	
Affective commitment	3.54	1.05	-0.40	0.294**	0.314**	0.297**	0.443**	0.036	0.192**	0.117	(0.807)

Note: * $p \leq 0.05$; ** $p \leq 0.01$, Cronbach’s Alpha is shown in parenthesis; 1 = gender, 2 = age, 3 = job tenure, 4 = self-efficacy, 5 = intrinsic value support, 6 = extrinsic value support, 7 = perceived internal employability, 8 = perceived external employability, 9 = affective commitment.

Table 3. Direct effects of self-efficacy, intrinsic and extrinsic value support on perceived employability and affective commitment

Model Pathway	Estimated Effect	Standard Deviation	T Statistics	P Values
Age → AC	-0.185	0.146	1.266	0.206
EVS → AC	-0.205	0.056	3.631	0.000
EVS → PEE	0.182	0.052	3.513	0.000
EVS → PIE	0.401	0.046	8.742	0.000
Gender → AC	0.005	0.048	0.104	0.917
IVS → AC	0.442	0.051	8.709	0.000
IVS → PIE	-0.105	0.061	1.719	0.086
Job tenure → AC	0.382	0.133	2.861	0.004
PEE → AC	-0.195	0.088	2.225	0.026
PEI → AC	0.312	0.080	3.906	0.000
SE → AC	0.121	0.065	1.865	0.062
SE → PEE	0.479	0.050	9.537	0.000
SE → PIE	0.449	0.050	8.935	0.000

Note: AC = Affective Commitment; EVS = Extrinsic Value Support; IVS = Intrinsic Value Support; PEE = Perceived External Employability; PIE = Perceived Internal Employability.

Table 4. Indirect effects of self-efficacy, intrinsic and extrinsic value support, and affective commitment

Model Pathway	Estimated Effect	Standard Deviation	T Statistics	P Values	Model Pathway
EVS → PEE → AC	-0.036	-0.036	0.020	1.777	0.076
SE → PEE → AC	-0.094	-0.093	0.043	2.197	0.028
EVS → PIE → AC	0.125	0.128	0.038	3.315	0.001
IVS → PIE → AC	-0.033	-0.033	0.022	1.461	0.144
SE → PIE → AC	0.140	0.142	0.041	3.440	0.001

Note: AC = Affective Commitment; EVS = Extrinsic Value Support; IVS = Intrinsic Value Support; PEE = Perceived External Employability; PIE = Perceived Internal Employability.

work value support, perceived internal employability, and affective commitment. Age and job tenure are not related to external value support and perceived internal employability. A positive correlation exists between self-efficacy, work value support, employability, and affective commitment. This suggests that employees are sensitive to self-efficacy and work values and that an organization might be seen as supporting intrinsic and extrinsic values (Al Draij & Al Saed, 2023; Lent & Brown, 2019).

In this study, hypothesis testing was conducted using Partial Least Squares (PLS), a method employed to solve Structural Equation Modelling (SEM). The systematic procedure for conducting PLS-SEM analysis, according to Hair et al. (2018), includes the specification for measurement models (outer models) and structural models (inner models). All constructs have a Cronbach's Alpha 0.7 and Composite Reliability > 0.7. This illustrates that the internal consistency reliability criteria have been met. The convergent validity of the reflective construct was evaluated by studying the size of the standardized outer loading and the average variance extracted

(AVE). The average variance obtained reveals how much the variance of an indicator can be explained by its construct. It can also be noted that all reflective constructs have an AVE > 0.5. This suggests that all reflective constructs can clarify more than 50% of the variance in the reflective indicators.

Hypothesis 1 investigates the degree to which self-efficacy is connected with perceived internal and external employability. The results in Table 4 confirm that self-efficacy is positively associated with perceived internal employability ($b = 0.449$; $p < 0.001$) and perceived external employability ($b = 0.479$; $p < 0.001$). Hence, this supports hypotheses 1a and 1b. The second hypothesis examines the relationship between intrinsic value support and perceived internal employability. Table 4 demonstrates that intrinsic value support does not correlate with perceived internal employability ($b = -0.105$; $p > 0.05$). The third hypothesis suggests that extrinsic value support is positively associated with perceived internal employability ($b = 0.401$; $p < 0.001$) and perceived external employability ($b = 0.182$; $p < 0.001$). The results support hypotheses 3a and 3b.

Finally, the study assesses hypothesis 4, suggesting the indirect impact between self-efficacy, intrinsic value support, extrinsic value support, and affective commitment. The outcomes shown in Table 3 confirm that self-efficacy is positively associated with a higher affective commitment by perceived internal and external employability. Hypotheses 4a and 4b are supported. The outcomes in Table 3 further reveal the indirect effect of extrinsic value support on affective commitment via perceived external employability. Thus, hypothesis 4d is supported at $p < 0.1$. Meanwhile, hypothesis 4c is rejected because $p > 0.1$.

4. DISCUSSION

Organizations that provide intrinsic support will invest more in developing the knowledge, abilities and skills of their employees so that employees are motivated to develop their competencies, and feel more employable in the internal labor market which leads to increased perceptions of internal employability (Van den Broeck et al., 2014). However, the results of this study showed insignificant results. The respondents of this study were from Indonesia which have its unique culture, such as high power distance and collectivism which may instill different value judgement with respect to career goals (Deci & Ryan, 2000). Several studies, such as Colakoglu and Caligiuri (2012) found that individuals from countries with high power distance tend to prefer managerial jobs and are more concerned with money, prestige, and promotion opportunities. Furthermore, Brown (2002) shows that individuals who value collectivism are more likely to choose jobs that fulfill family obligations rather than their own interests. Thus, different cultures may have different concerns about money, status, approval, and the meaning of success (Wang & Chen, 2022).

Other findings indicate that the construct of perceived extrinsic support has a significant

positive effect on perceived internal employability. This indicates that the higher the perceived score of extrinsic support, the higher the perceived score of internal employability. These results are different from the research by Van den Broeck et al. (2014), who stated that extrinsic value support was negatively related to internal PE, whereas in this study it actually had a positive relationship. The difference in the results of this analysis with relevant theory and research may once again be due to differences in the research sample where Indonesia is a developing economic country where extrinsic benefits take precedence over Western countries, where people have a better standard of living and are less responsive to monetary rewards (Newman & Sheikh, 2012). Thus, if the organization provides support for extrinsic work values, such as by focusing more on financial success, power and reputation, it can strengthen employee perceptions that they have the abilities and competencies needed by their organization thereby increasing perceptions of internal employability.

Previously, the authors found a research gap in investigating the relationship between self-efficacy and perceived employability. Berntson et al. (2008) mentioned an idea that employability causes self-efficacy. Conversely, Bandura (1997) and Mariana Bargsted (2017) argue that self-efficacy creates employability. Some even state that the relationship between the two is reciprocal (Nauta et al., 2002). The results of this study support the hypothesis that self-efficacy influences perceptions of employability, both internally and externally, in a positive direction. Thus, this is in line with the socio-cognitive career theory, proposed by Lent and Brown (2019), where self-efficacy has an important role in setting general and specific goals. Employees who have high self-efficacy have a more confident attitude. Moreover, the more career choices employees can explore, the more resilient they will be in the social field of work ability (Hernandez-Fernandez et al., 2011).

CONCLUSION, CONTRIBUTIONS AND LIMITATIONS

This study aims to examine the influence of self-efficacy and work values on employability, testing the relationships between self-efficacy, intrinsic value support, extrinsic values support, perceived internal employability, and perceived external employability. The results show that extrinsic values

support is significantly positively related in the indirect effect with affective commitment; perceived intrinsic and extrinsic efficacy mediates the relationship between intrinsic values support, extrinsic values support, and self-efficacy. Moreover, when the direct relationship is examined using the path coefficient, all but intrinsic values support and perceived intrinsic support show a significant effect.

In essence, this paper contributes to both the career change and social cognitive career theory literature by emphasizing the value of contextual and individual variables, particularly the organization's promotion of extrinsic values and self-efficacy in relation to different types of employment. This study provides more evidence for the employment paradox and supports the findings of other studies. Effective paradox management can help create organizations that thrive in volatile, uncertain, complex, and ambiguous environments.

The study has three significant limitations. First, there are concerns about the generalizability of findings, given that survey data were obtained from the public. Therefore, similar studies can be conducted under different circumstances. Second, this study considered only subjective feelings during employment evaluation. Future research could compare the relationship between subjective perceptions and objective factors based on employability, and the similarities and differences associated with their respective roles in the same influence model, using objective perspective measurements such as abilities, aptitudes, and social capital. Third, tenure is a somewhat broad concept. In addition, future research could further segment individuals with more than three years of experience to examine the employment issue. Therefore, special attention should be paid to mid- and late-career employees.

AUTHOR CONTRIBUTIONS

Conceptualization: Rino, Deva Sabrina, Mely Darni.

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Funding acquisition: Rino.

Investigation: Azman Ismail, Tri Kurniawati.

Methodology: Deva Sabrina, Azman Ismail, Tri Kurniawati.

Project administration: Rino, Mely Darni.

Resources: Rino, Tri Kurniawati, Mely Darni.

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