

## Effect of Career Adaptability and Career Competencies on Self-Perceived Employability with Mediator Subjective Career Success Variables on Milenial Employees

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### Abstract

*This study aims to test whether there is an influence of career adaptability and career competencies on self-perceived employability with mediator variables subjective career success in millennial generation employees. Where the current research is carried out on the subject of millennial generation employees because the largest productive age of workers today is the millennial generation. A quantitative approach was used in this study, with a survey method to collect questionnaire data. The subjects in this study were millennial generation employees who actively worked in a company with a total of 209 respondents. Hypothesis testing was carried out using the Partial Least Square test with the help of Smart PLS 3.0 software.*

### Keywords

career adaptability; career competencies; career construction theory; millennial generation employees; self-perceived employability; subjective career success.



## I. Introduction

A person's ability to maintain a decent job or get a desired job is important. Employability or sustainable employability which refers to a person's capacity to maintain stable conditions of work readiness (Hazelzet et al., 2019). The concept of employability refers to an employee's ability to utilize one's own potential to maintain job security and refers to long-term career success (Van der Heijden et al., 2016).

Individual employees who experience pressure due to demands, transitions, and trauma from the work environment are susceptible to stress so that they experience burnout and depression, work fatigue and psychological symptoms, and job insecurity (Ngo et al., 2017). Job insecurity has been shown to have an impact on individual behavior, well-being, and work attitudes (Sverke et al., 2006). Positive impacts usually refer to increased employee performance and organizational behavior, while negative impacts are reflected in increased turnover intentions, job search intensity and counterproductive work behaviors or reduced emotional organizational commitment. (Priest & Chambel, 2020). In other words, millennial employees need to have adequate self-perceived employability, where this perception can help them to be positive about the challenges or changes, they feel at work so that they can still display optimal performance and achieve the goals set.

Workers and employers around the world have an urgent need to improve access to the skills, tools and financial services workers need for the future due to the potential for unprecedented disruption (Almazova et al., 2020). Basically, every individual needs the ability to maintain his or her job or called employability (Bridgestock, 2009). Furthermore, individual efforts to maintain or find work in order to develop a career or earn a living are discussed in the Career Construction Theory (CCT) model developed by (Savickas, 1997).

CCT introduces an adaptation process which includes adaptive readiness, adaptability resources, adaptive responses and adaptation results. The focus of this research

is the flow of adaptation resources to adaptation outcomes. Where career adaptability and career competency act as adaptation resources. The function of adaptive resources is to condition self-regulation in overcoming tasks, transitions and traumas that stem from individual psychosocial strengths. While the results of adaptation are self-perceived employability and subjective career success (Savickas & Porfeli, 2011). Career adaptability and career competencies as adaptability resources can affect adaptation outcomes in the form of subjective career success and self-perceived employability of millennial employees in unstable situations and full of challenges and demands. Where subjective career success acts as a mediator variable.

Career success has been a motivation for a long time, with scholars using job satisfaction to represent the beginning of career success. (Ng et al., 2005) described subjective career success as a subjective assessment and experience of personal career achievement and the meaning associated with that outcome. Where subjective career success is considered very important because career models have changed under the influence of postmodernism (Arthur, 2014). The success of subjective career success is increasingly important for employees, so it is necessary to conduct future research to explore these variables as antecedents as well as mediators and moderators. (Dai & Song, 2016). Medium-achieved career success can serve as a signal of value to others and beneficially influence how young workers are treated by their environment, thereby increasing their employability. (Hobfoll et al., 2018).

The purpose of this study is to determine the direct effect of career adaptability and career competencies on self-perceived employability, as well as the indirect effect of career adaptability and career competencies on self-perceived employability mediated by subjective career success in millennial generation employees. This study has differences in the samples in previous studies, namely students, fresh graduates and job seekers. Where the current research is conducted on the subject of millennial generation employees because the productive age of the largest workers today is the millennial generation. And the economic situation in the previous research is in a country with a flexible and stable labor market than in Indonesia, which is experiencing economic instability and has an impact on the labor market. It focuses on career adaptability, career competencies, subjective career success and self-perceived employability. Furthermore, researchers still have not found research that reveals these four variables in the millennial generation employee approach.

## **II. Review of Literature**

### **2.1 Employee Millennial Generation**

The definition of a millennial is an individual born between 1981 and 1997, with an age range of 21 to 37 years in 2018 (Dimock, 2018). Millennials are heavily influenced by trends affecting their own generation and their parents (baby boomers), such as increased divorce, more women in the workforce and rapid technological change. (Lancaster & Stillman, 2003).

### **2.2 Career Construction Theory**

Career construction theory (CCT) or career construction theory developed by (Savickas, 1997). Savickas defines CCT as a concept in terms of the state of preparation and resources needed to respond to current and anticipated career development tasks, including the willingness, ability, and behavior that individuals need to match them to a job

that suits them which are the psychological resources to manage. career changes, new assignments, and job trauma (Savickas, 2005).

### **2.3 Self-Perceived Employability**

Rothwell, Herbert, and Rothwell quoted from (Monteiro et al., 2022) defines perceived employability as self-perceived work ability as the perceived ability to achieve job continuity in accordance with one's qualification level. In this study, the construct of perceived employability dimensions developed by (Rothwell & Arnold, 2007). Self-perceived employability is identified and classified into two dimensions, namely external employability and internal employability.

### **2.4 Career Adaptability**

Career adaptability is readiness to cope with predictable tasks when preparing and participating in work roles, it is also an adjustment to unpredictable situations and conditions due to changes and working conditions (Savickas, 1997). According to Savickas, there are four dimensions of career adaptability, including concern, control, curiosity and confidence. The four dimensions represent the adaptive resources and strategies that individuals use in managing career-related tasks, and when individuals construct careers.

### **2.5 Career Competencies**

Career competencies defined as career development knowledge, skills and abilities that can be influenced and developed by individuals (Akkermans et al., 2013). With the career competencies, it is possible for employees to not only choose the right career but also to adjust to their current career. In the literature on career management, it is assumed that modern environmental factors such as mobility perspectives, dynamic work environment and changing support in work situations encourage individual employees to take responsibility for their own career development, or career competencies.

### **2.6 Subjective Career Success**

Subjective career success can be defined as a person's internal understanding and evaluation of his career through several dimensions that are important according to himself. Shockley designed the subjective career success inventory (SCSI) scale. This scale has eight dimensions including authenticity, growth and development, influence, meaning of career, personal life, quality of work, recognition, career satisfaction. (Shockley et al., 2016).

### **2.7 Research Hypothesis**

- H1: There is a direct influence between career adaptability and self-perceived employability of millennial employees.
- H2: There is a direct influence between career competencies on self-perceived employability of millennial employees.
- H3: There is an indirect effect between career adaptability and self-perceived employability mediated by subjective career success in millennial generation employees.
- H4: There is an indirect effect between career competencies on self-perceived employability mediated by subjective career success in millennial generation employees.

### III. Research Method

#### 3.1 Research Type

This study uses a quantitative approach, to determine the effect of career adaptability and career competencies on self-perceived employability with subjective career success as a mediator variable in millennial generation employees. The research model that will be used is explanatory, which aims to explore and develop a basic picture of the topic being discussed (Neuman, 2011).

#### 3.2 Operational Definition of Research Variables

**Table 1.** Definition of Operational Variables

Variable	Definition	Dimension
Self-Perceived Employability (Y)	Individual beliefs about getting and keeping a job at a current company or getting a desired job at a new company(Rothwell & Arnold, 2007).	External employabilityand internal employability.
Career Adaptability (XI)	When preparing for and engaging in professional roles, being prepared for predictable tasks is also an adjustment to unforeseen scenarios and conditions due to changes and working conditions(Savickas, 1997).	Concern, control, confidenceand curiosity.
Career Competencies (X2)	Career development knowledge, skills and abilities that can be influenced and developed by individuals(Akkermans et al., 2013).	Reflection of motivation, reflection of qualities, networking, self-profile, work explorationand career control
Subjective Career Success (Z)	A person's internal understanding and evaluation of his career through several dimensions that are important according to himself(Shockley et al., 2016).	Authenticity, personal life, growth and development, recognition, quality work, meaningful work, influence, and satisfaction.

#### 3.3 Research subject

In this study, the population that will be used is employees or young workers who have the opportunity to build their careers. Thus, employees of the millennial generation in the range of birth years between 1981 and 1997(Dimock, 2018) is the right population to be studied. This study uses a non-probability sampling approach (Neuman, 2014). Through several sampling techniques that are grouped into non-probability sampling, then what is used is purposive sampling.

#### 3.4 Data collection technique

Data collection techniques in this study were carried out by distributing a scale in the form of a questionnaire containing a number of items from each variable. The questionnaire used in this study used a Likert scale.

#### 3.5 Data analysis

This research is explanatory research that aims to reveal a causal relationship. Therefore, the data analysis technique used is PLS (Partial Least Square) analysis with SmartPLS software. The process of PLS testing itself has two evaluation models, namely the inner model and the outer model. The first implementation starts from testing the construct validity and instrument reliability.

### 3.6 Research Settings

Data collection was carried out from 3 July 2022 to 9 July 2022. The data collection process was carried out by distributing it through social media, namely Whatsapp, Twitter and Instagram. The format of the questionnaire is a google form with a [linkbit.ly/koresponden-employability](https://linkbit.ly/koresponden-employability). Based on the data collection process, the number of respondents with the appropriate characteristics was 209 people.

## IV. Result and Discussion

### 4.1 Characteristics of Respondents

Respondents in this study were employees with years of birth between 1981-1996, and currently have status as active employees in companies in the manufacturing and service sectors. In this study, the number of participants obtained was 209 respondents with details of the characteristics of the respondents as follows:

**Table 2.** Demographics of Respondents

Category	Indicator	Amount	Percentage (%)
Gender	Man	107	51%
	Woman	102	49%
Age Range	26-31 years old	182	87%
	32-41 years old	27	13%
Last education	SENIOR HIGH SCHOOL	11	5%
	D3	15	7%
	D4	15	7%
	S1	142	68%
	S2	26	12%
Length of work	< 1 year	9	4%
	1-3 years	60	29%
	>3 years	140	67%
Organization Scope	Manufacture	130	62%
	Service	79	38%

The table above shows that female respondents dominated the research results with a total of 107 or 51%. While the male respondents were 102 respondents or 49%. Respondents in this study were dominated by the age range of 26-31 years with a total of 182 people or 87%. The educational background of the most respondents is in the S1 category, namely 143 respondents or 69%. Then the age range table shows that respondents with organizational scope in the manufacturing sector dominate this study. Where there are 130 people or 62% of respondents working in manufacturing sector organizations, while there are 79 people or 38% of respondents working in service sector organizations. Respondents with a working period of more than three years dominated this study with a total of 140 people or 67%.

## 4.2 Descriptive Research Data

**Table 3.** Results of Descriptive Analysis

Variable	Total Items	Lowest Score	Highest Score	Empirical		theoretical	
				mean	SD	mean	SD
<i>Self-perceived Employability</i>	6	7	30	24	7	24	5
<i>Career Adaptability</i>	24	36	120	103	16.8	103	17
<i>Career Competencies</i>	21	30	105	87.4	16.2	87	16
<i>Subjective Career Success</i>	24	34	120	98	16.7	99	17

Based on the table above, the results of the descriptive analysis show that the standard deviation score has a smaller value than the mean value. Where the smaller the standard deviation score, the more similar the values on the item or the more accurate the mean (Ghozali, 2016).

## 4.3 Data analysis

### a. Analysis of the Measurement Model (Outer Model)

There are several tests that need to be done, namely convergent validity, discriminant validity, composite validity and average variance extracted (AVE).

### b. Convergent Validity

**Table 4.** ValueOuter Loading Research Variables

Indicator	<i>Career Adaptability</i>	<i>Career Competencies</i>	<i>Self-Perceived Employability</i>	<i>Subjective Career Success</i>	Information
IE01			0.878		Valid
IE02			0.870		Valid
IE03			0.874		Valid
IE04			0.895		Valid
IE05			0.890		Valid
IE06			0.889		Valid
X1.01	0.747				Valid
X1.02	0.810				Valid
X1.03	0.827				Valid
X1.04	0.830				Valid
X1.05	0.831				Valid
X1.06	0.803				Valid
X1.07	0.819				Valid
X1.08	0.764				Valid
X1.09	0.886				Valid
X1.10	0.828				Valid
X1.11	0.800				Valid
X1.12	0.787				Valid
X1.13	0.787				Valid
X1.14	0.858				Valid



X1.15	0.856		Valid
X1.16	0.833		Valid
X1.17	0.831		Valid
X1.18	0.833		Valid
X1.19	0.835		Valid
X1.20	0.777		Valid
X1.21	0.765		Valid
X1.22	0.842		Valid
X1.23	0.806		Valid
X1.24	0.845		Valid
X2.01		0.867	Valid
X2.02		0.870	Valid
X2.03		0.894	Valid
X2.04		0.884	Valid
X2.05		0.855	Valid
X2.06		0.857	Valid
X2.07		0.909	Valid
X2.08		0.812	Valid
X2.09		0.750	Valid
X2.10		0.863	Valid
X2.11		0.803	Valid
X2.12		0.858	Valid
X2.13		0.772	Valid
X2.14		0.808	Valid
X2.15		0.895	Valid
X2.16		0.904	Valid
X2.17		0.848	Valid
X2.18		0.844	Valid
X2.19		0.832	Valid
X2.20		0.834	Valid
X2.21		0.837	Valid
Z01		0.822	Valid
Z02		0.876	Valid
Z03		0.857	Valid
Z04		0.786	Valid
Z05		0.706	Valid
Z06		0.829	Valid
Z07		0.871	Valid
Z08		0.856	Valid
Z09		0.862	Valid
Z10		0.825	Valid
Z11		0.836	Valid
Z12		0.808	Valid
Z13		0.855	Valid
Z14		0.809	Valid
Z15		0.814	Valid
Z16		0.811	Valid

<b>Z17</b>	<b>0.819</b>	<b>Valid</b>
<b>Z18</b>	<b>0.764</b>	<b>Valid</b>
<b>Z19</b>	<b>0.806</b>	<b>Valid</b>
<b>Z20</b>	<b>0.774</b>	<b>Valid</b>
<b>Z21</b>	<b>0.824</b>	<b>Valid</b>
<b>Z22</b>	<b>0.789</b>	<b>Valid</b>
<b>Z23</b>	<b>0.814</b>	<b>Valid</b>
<b>Z24</b>	<b>0.823</b>	<b>Valid</b>

Based on the results of the above calculations, it can be seen that the outer loading value of all indicators for each of these research variables has a score above 0.70. This shows that all indicators used in this study have met the requirements for convergent validity.

### c. Discriminant Validity

In discriminant validity, the measurement will use the value of cross loading with the latent variable. The following is the cross loading value of each research variable indicator, including:

**Table 5.** ValueCross Loading Between Research Variables

<b>Indicator</b>	<b>Career Adaptability</b>	<b>Career Competencies</b>	<b>Self-Perceived Employability</b>	<b>Subjective Career Success</b>
<b>IE01</b>	0.676	0.645	<b>0.878</b>	0.714
<b>IE02</b>	0.662	0.621	<b>0.870</b>	0.685
<b>IE03</b>	0.641	0.604	<b>0.874</b>	0.679
<b>IE04</b>	0.640	0.592	<b>0.895</b>	0.671
<b>IE05</b>	0.620	0.568	<b>0.890</b>	0.627
<b>IE06</b>	0.647	0.589	<b>0.889</b>	0.657
<b>X1.01</b>	<b>0.747</b>	0.549	0.478	0.604
<b>X1.02</b>	<b>0.810</b>	0.608	0.559	0.645
<b>X1.03</b>	<b>0.827</b>	0.600	0.616	0.691
<b>X1.04</b>	<b>0.830</b>	0.672	0.587	0.694
<b>X1.05</b>	<b>0.831</b>	0.634	0.627	0.702
<b>X1.06</b>	<b>0.803</b>	0.623	0.571	0.690
<b>X1.07</b>	<b>0.819</b>	0.648	0.642	0.701
<b>X1.08</b>	<b>0.764</b>	0.567	0.551	0.620
<b>X1.09</b>	<b>0.886</b>	0.686	0.621	0.723
<b>X1.10</b>	<b>0.828</b>	0.635	0.622	0.666
<b>X1.11</b>	<b>0.800</b>	0.612	0.555	0.660
<b>X1.12</b>	<b>0.787</b>	0.590	0.597	0.682
<b>X1.13</b>	<b>0.787</b>	0.576	0.596	0.645
<b>X1.14</b>	<b>0.858</b>	0.654	0.623	0.724
<b>X1.15</b>	<b>0.856</b>	0.642	0.611	0.690
<b>X1.16</b>	<b>0.833</b>	0.634	0.581	0.687
<b>X1.17</b>	<b>0.831</b>	0.582	0.612	0.688
<b>X1.18</b>	<b>0.833</b>	0.641	0.602	0.699



<b>X1.19</b>	<b>0.835</b>	0.652	0.604	0.702
<b>X1.20</b>	<b>0.777</b>	0.578	0.572	0.674
<b>X1.21</b>	<b>0.765</b>	0.528	0.598	0.648
<b>X1.22</b>	<b>0.842</b>	0.671	0.659	0.750
<b>X1.23</b>	<b>0.806</b>	0.629	0.629	0.693
<b>X1.24</b>	<b>0.845</b>	0.697	0.654	0.724
<b>X2.01</b>	0.704	<b>0.867</b>	0.576	0.734
<b>X2.02</b>	0.698	<b>0.870</b>	0.558	0.703
<b>X2.03</b>	0.682	<b>0.894</b>	0.606	0.699
<b>X2.04</b>	0.755	<b>0.884</b>	0.610	0.746
<b>X2.05</b>	0.649	<b>0.855</b>	0.579	0.681
<b>X2.06</b>	0.699	<b>0.857</b>	0.620	0.704
<b>X2.07</b>	0.674	<b>0.909</b>	0.590	0.731
<b>X2.08</b>	0.552	<b>0.812</b>	0.507	0.635
<b>X2.09</b>	0.520	<b>0.750</b>	0.451	0.623
<b>X2.10</b>	0.657	<b>0.863</b>	0.622	0.728
<b>X2.11</b>	0.548	<b>0.803</b>	0.577	0.631
<b>X2.12</b>	0.687	<b>0.858</b>	0.579	0.714
<b>X2.13</b>	0.552	<b>0.772</b>	0.496	0.618
<b>X2.14</b>	0.596	<b>0.808</b>	0.573	0.685
<b>X2.15</b>	0.694	<b>0.895</b>	0.657	0.745
<b>X2.16</b>	0.692	<b>0.904</b>	0.611	0.744
<b>X2.17</b>	0.641	<b>0.848</b>	0.545	0.694
<b>X2.18</b>	0.634	<b>0.844</b>	0.580	0.703
<b>X2.19</b>	0.641	<b>0.832</b>	0.606	0.714
<b>X2.20</b>	0.623	<b>0.834</b>	0.620	0.712
<b>X2.21</b>	0.620	<b>0.837</b>	0.589	0.702
<b>Z01</b>	0.719	0.679	0.614	<b>0.822</b>
<b>Z02</b>	0.756	0.728	0.637	<b>0.876</b>
<b>Z03</b>	0.748	0.720	0.622	<b>0.857</b>
<b>Z04</b>	0.653	0.638	0.553	<b>0.786</b>
<b>Z05</b>	0.661	0.559	0.509	<b>0.706</b>
<b>Z06</b>	0.718	0.665	0.623	<b>0.829</b>
<b>Z07</b>	0.769	0.729	0.635	<b>0.871</b>
<b>Z08</b>	0.732	0.710	0.693	<b>0.856</b>
<b>Z09</b>	0.751	0.732	0.679	<b>0.862</b>
<b>Z10</b>	0.668	0.662	0.624	<b>0.825</b>
<b>Z11</b>	0.708	0.674	0.606	<b>0.836</b>
<b>Z12</b>	0.678	0.643	0.631	<b>0.808</b>
<b>Z13</b>	0.717	0.672	0.629	<b>0.855</b>
<b>Z14</b>	0.672	0.665	0.655	<b>0.809</b>
<b>Z15</b>	0.669	0.684	0.649	<b>0.814</b>
<b>Z16</b>	0.672	0.696	0.604	<b>0.811</b>
<b>Z17</b>	0.627	0.686	0.644	<b>0.819</b>
<b>Z18</b>	0.644	0.607	0.579	<b>0.764</b>

<b>Z19</b>	0.643	0.667	0.638	<b>0.806</b>
<b>Z20</b>	0.634	0.654	0.626	<b>0.774</b>
<b>Z21</b>	0.674	0.666	0.647	<b>0.824</b>
<b>Z22</b>	0.622	0.638	0.621	<b>0.789</b>
<b>Z23</b>	0.661	0.702	0.597	<b>0.814</b>
<b>Z24</b>	0.644	0.688	0.649	<b>0.823</b>

Based on the table above, it is known that each indicator in each latent variable has a higher cross loading value than the value of other latent variables. This shows that there is an indication that each indicator used has a good discriminant validity value to predict the latent variable.

#### d. Average Variance Extracted (AVE)

<b>Table 6. ValueAverage Variance Extracted</b>	
<b>Variable</b>	<b>AVE . value</b>
<i>Career Adaptability</i>	0.688
<i>Career Competencies</i>	0.720
<i>Self-Perceived Employability</i>	0.779
<i>Subjective Career Success</i>	0.671

The table shows that the AVE value obtained for each variable is classified as being above 0.50. This explains that the model tested for the four variables can be said to be good and does not indicate a problem with convergent validity.

#### e. Composite Reliability and Cronbach's Alpha

<b>Table 7. ValueComposite Reliability</b>		
<b>Variable</b>	<b>Composite Reliability Value</b>	<b>Cronbach's Alpha . value</b>
<i>Career Adaptability</i>	0.978	0.980
<i>Career Competencies</i>	0.980	0.982
<i>Self-Perceived Employability</i>	0.943	0.955
<i>Subjective Career Success</i>	0.979	0.980

Based on the table, it can be seen that all composite reliability values and Cronbach's alpha score above 0.70. It can be concluded that all variables in this study are reliable.

#### f. Structural Model or Inner Model

This structural model analysis was conducted to examine research that describes the relationship between latent variables substantively. The things that must be evaluated include:

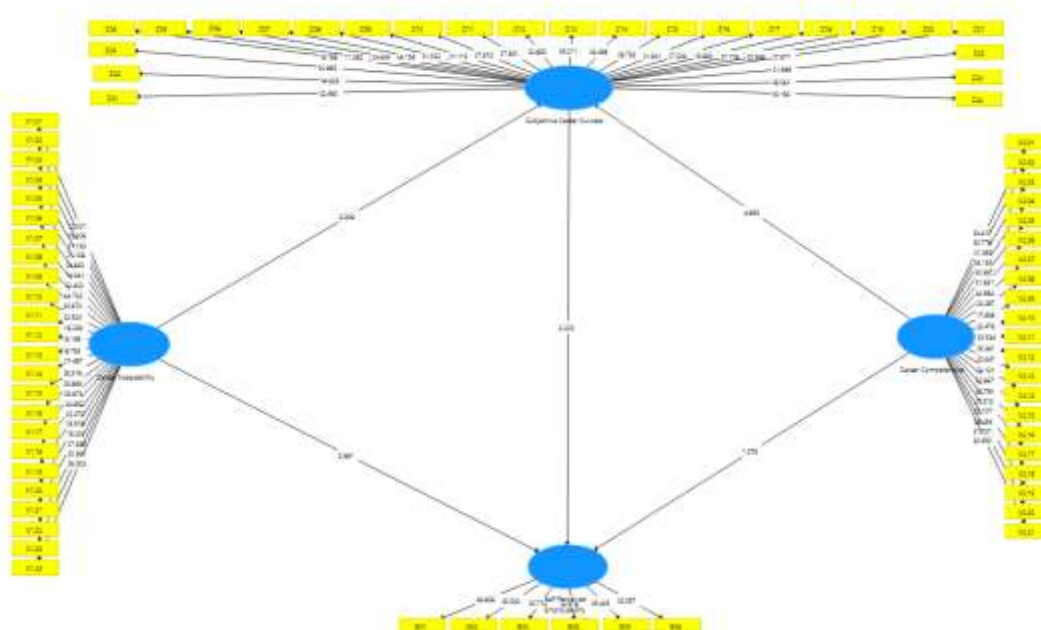


Figure 1. Research Results Model

#### g. R-Square Test

Table 8. Value R-Square Related Variables

Variable	R-Square
<i>Self-Perceived Employability</i>	0.616
<i>Subjective Career Success</i>	0.784

Based on the table above, it is known that the R-Square value for the self-perceived employability variable is 0.616. This means that this shows that the independent variables which include career adaptability, career competencies and subjective career success as mediator variables have a moderate contribution to self-perceived employability. The value of 0.616 can be explained that 61.6% of the self-perceived employability variable is influenced by career adaptability, career competencies and subjective career success. On the other hand, 38.4% is influenced by other variables or factors outside of this study.

The next thing is, the R-Square value on subjective career success is 0.784. This means that the independent variables career adaptability and career competencies have a relatively high contribution to subjective career success. In this case, 78.4% of the subjective career success variables are influenced by career adaptability and career competencies, while 21.6% are influenced by external factors.

#### h. Q-Square. Value

$$Q^2 = 1 - [(1 - R_1^2)(1 - R_2^2)]$$

$$Q^2 = 1 - [(1 - 0,784)(1 - 0,616)]$$

$$Q^2 = 1 - [(0,384)(0,216)]$$

$$Q^2 = 1 - 0,082$$

$$Q^2 = 0,918$$

Through this calculation, the Q-square predictive relevance value is 0.918. It can be

concluded that the structural model of this study can explain the phenomena of self-perceived employability, career adaptability, career competencies and subjective career success by 91.8% while 8.2% is explained by other factors not described in this model.

#### i. Hypothesis test

**Table 9.** Direct Effect of Latent Variables

<b>Influence</b>	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<i>Career Adaptability</i> → <i>Self-Perceived Employability</i>	0.294	2.881	0.004
<i>Career Adaptability</i> → <i>Subjective Career Success</i>	0.501	6.006	0.000
<i>Career Competencies</i> → <i>Self-Perceived Employability</i>	0.110	1.079	0.281
<i>Career Competencies</i> → <i>Subjective Career Success</i>	0.442	4.665	0.000
<i>Subjective Career Success</i> → <i>Self-Perceived Employability</i>	0.425	3.222	0.001
<i>Career Adaptability</i> → <i>Subjective Career Success</i> → <i>Self-Perceived Employability</i>	0.213	2,592	0.010
<i>Career Competencies</i> → <i>Subjective Career Success</i> → <i>Self-Perceived Employability</i>	0.188	3.266	0.001

In the table above, it can be seen that the p-value for each influence between variables has a significance value of  $p < 0.05$  and t-statistics  $> 1.96$ . The first thing shows that the effect of career adaptability on self-perceived employability has a significance value of 0.004 and a t-statistic of 2.881, so it can be considered if  $H_0$  is rejected and  $H_a$  is accepted. In other words, career adaptability has a significant direct effect on self-perceived employability. Therefore, it can be concluded that the hypothesis ( $H_1$ ) which states "There is an influence of career adaptability on self-perceived employability of millennial generation employees" can be declared accepted.

Then it is known that the p-values on the effect of career adaptability on subjective career success have a significance value of 0.000 where the value is below 0.05. Based on this, it is known that career adaptability has a direct influence on subjective career success. Where shows a significance value of 0.000 with a t-statistic that is 6.066. In addition, the subjective career success on self-perceived employability shows a significance value of 0.0001 with a t-statistic of 3.222. This shows that subjective career success has a direct influence on self-perceived employability. If the effect of career adaptability on self-perceived employability mediated by subjective career success is 0.010 with a t-statistic of 2.952. So the indirect positive effect of career adaptability on self-perceived employability mediated by subjective career success is declared accepted.

The influence of career competencies on self-perceived employability has p-values of 0.281 with a t-statistic of 1.079. Where the value is classified above the significance. This shows that the effect of career competencies on self-perceived employability is rejected. However, the results of the test of the effect of career competencies on self-

perceived employability mediated by subjective career success showed p-values of 0.001 and t-statistics of 3.266. Based on this, it is concluded that the hypothesis which states "There is an influence of career competencies on self-perceived employability mediated by subjective career success in millennial generation employees" can be declared accepted.

Based on this description, it is known that there is a direct influence on career adaptability on self-perceived employability, while there is no direct influence on career competencies on self-perceived employability. On the other hand, subjective career success is proven to mediate the effect of career adaptability and career competencies on self-perceived employability. Then to determine the value of the mediation effect, the VAF calculation formula is used. Where it is stated that the VAF value is above 80%, the mediator variable is said to be a full mediator or full mediator. If the VAF ranges from 20-80%, it is referred to as a partial mediator and if it is below 20%, it is interpreted as not providing a mediating effect (Hair Jr. et al., 2014). Following is the calculation of the VAF value on the subjective career success variable:

*Career Adaptability*

$$\begin{aligned} \text{VAF} &= \frac{a \times b}{(a \times b) + c''} \\ \text{VAF} &= \frac{0,501 \times 0,425}{(0,501 \times 0,425) + 0,294} \\ \text{VAF} &= \frac{0,212}{(0,212) + 0,294} \\ \text{VAF} &= \frac{0,212}{0,505} \\ \text{VAF} &= 0,419 \end{aligned}$$

Based on the above calculations, it is known that the value obtained from the VAF results is 0.419. These results explain that the role of the mediator variable is 41.9% or is a partial or partial mediator. Therefore, it can be concluded that H3 is accepted, which means that it explains if subjective career success partially mediates the effect of career adaptability on self-perceived employability.

*Career Competencies*

$$\begin{aligned} \text{VAF} &= \frac{a \times b}{(a \times b) + c''} \\ \text{VAF} &= \frac{0,442 \times 0,425}{(0,442 \times 0,425) + 0,110} \\ \text{VAF} &= \frac{0,187}{(0,187) + 0,110} \\ \text{VAF} &= \frac{0,187}{0,297} \\ \text{VAF} &= 0,629 \end{aligned}$$

Based on the above calculations, it is known that the value obtained from the VAF results is 0.629. These results explain that the role of the mediator variable is 62.9% or is a partial or partial mediator. Therefore, it can be concluded that H4 is accepted, which means that it explains if subjective career success partially mediates the effect of career competencies on self-perceived employability.

#### **4.4 Discussion**

##### **a. Effect of Career Adaptability on Self-perceived Employability**

This study shows that there is a positive influence between career adaptability and self-perceived employability of millennial generation employees. This corresponds to (Kwon, 2019) and (Atitsogbe et al., 2019) which shows that there is a relationship between career adaptability and self-perceived employability on the subject of students and graduates who are looking for work. Where career adaptability can be interpreted through career construction theory, namely career adaptability includes the process of planning, preparing and adjusting one's work and life to maintain a successful career. (Kwon, 2019). In other words, adaptability is developed as individual tendencies and attitudes that are expressed through ways of realizing future career goals within the scope of work or organization. (Kwon, 2019) further explained that career adaptability is a lifelong process of continuous material production based on the pursuit of life goals based on a clear self-understanding. During this career development process, perceived employability can be enhanced by helping employees to recognize that anxiety and stress are natural and necessary, thereby gaining sufficient confidence to successfully perform career tasks. From this perspective, individuals who work as employees can develop an adequate level of career adaptability so that they can clarify their ultimate goals and work values (Kwon, 2019).

##### **b. The influence of Career Adaptability on Self-perceived Employability is mediated by Subjective Career Success**

Furthermore, this study also found an indirect positive influence by career adaptability on self-perceived employability with subjective career success as a mediating role for millennial generation employees. Subjective career success acts as a mediator variable. The effect of career adaptability on subjective career success is in line with the research produced (Zacher, 2014), explained that career adaptability positively predicts subjective career success indicating that overall career adaptability is a transactional or self-regulatory resource that allows employees to achieve career success in the organization and be in a more stable position. More Zacher (2014) explain that employees are future-oriented and prepare themselves for upcoming career tasks and challenges and employee performance. Confidence that they can turn their career goals into reality and successfully solve problems (self-confidence), is a prerequisite important of subjective career success.

Subjective career success in this study has a positive influence on self-perceived employability. In line with (Bargsted et al., 2021) shows that subjective career success has a relationship with self-perceived employability. Subjective career success operates as a resource that is relevant and impacts self-perception and drives career behavior and attitudes (Spurk et al., 2019). Subjective career success has proven to be a powerful source for individual employees to display personal confidence in obtaining and keeping a job. Where employees who perceive their career success in the organization can encourage behavior to maintain their jobs. Individuals can encourage employees to reflect and share their perceptions of their work and how they evaluate themselves and develop their resources. Then added to the organizational perspective to provide feedback between employees and leaders to deepen the employee's own evaluation (Bargsted et al., 2021).

##### **c. Effect of Career Competencies on Self-perceived Employability**

Furthermore, this study shows that the direct influence of career competencies on self-perceived employability is not found. This is contrary to research conducted



by(Blokker et al., 2019), refers to CCT(Savickas, 2005)stated that career competencies can assist young workers in building early career success and employability. In Blokker, young workers with high levels of career competencies consider themselves easier to employ internally and externally. Blokker added that the perception of perceived employability is very important to consider the state of the labor market in which employees work. Where the labor market is generally unstable, such as European countries, it is possible for young workers to perceive employability to be low regardless of career competencies.(Blokker et al., 2019).

This study examines the career competencies of self-perceived employability on millennial generation employees in the city of Surabaya, Jakarta and its surroundings to check whether the results of previous studies can be generalizable to other labor market systems outside Europe. The result is no effect, this shows that employees perceive themselves to be able to be maintained in a company or get a job in a company is small even though they have high career competence. This research was conducted at a time when Indonesia was experiencing an economic crisis due to the Russo-Ukrainian war, which resulted in the threat of layoffs occurring in many companies in various sectors. Organizations that are experiencing instability tend not to pay attention to employee competence.

Subjects in this study were 51% female. On research(Kong et al., 2012)career competencies on the subject of workers in the Chinese hospitality industry show that female respondents do not reach top managerial positions because they are not recommended to apply for executive positions. The results of the test show that the relationship between career competencies and career satisfaction is greater and significant for men than women so that it also has an impact on their employability. The above statement supports the results of this study where female employees are less likely to perceive employability in the organization because the opportunity to display their career competencies is lower than male employees.

#### **d. The influence of Career Competencies on Self-perceived Employability is mediated by Subjective Career Success**

In this study, the effect of career competencies on self-perceived employability mediated by subjective career success proved to have a positive effect. Previous research explains that there is a significant influence on young workers who develop their work competencies which will lead to career success and work ability(Blokker et al., 2019). It explains that young workers who have developed high levels of career competencies are more satisfied with their careers and, in turn, perceive themselves as more internally employable. Where this shows that certain indicators of subjective career success are related to employees who develop internal work focuses such as organizational commitment and a sense of job security; On the other hand, subjective career success also focuses on external factors such as individuals who are oriented to the labor market. This is in line with the CCT proportion that career is a subjective construct in which individuals perceive personal meaning to past, present and future experiences by weaving them into their work life.(Savickas, 2005).

In this case, the research results have practical implications for millennial generation employees, HR managers and career counselors. Millennials who invest in career competency development tend to be better at setting the foundation for long-term success and employability. Then from the perspective of HR managers and career counselors, they can use the findings of this study to facilitate young workers in building their employability. Interventions, such as training and counseling programmes, can empower

young workers to take responsibility for their careers and at the same time actively address the potential impact of shock career on career development (Blokker et al., 2019).

Based on the description above, it can be seen that the subjective career success variable acts as a partial mediator on the influence of career adaptability and career competencies on self-perceived employability of millennial generation employees. In addition, career adaptability shows a positive influence on the adaptability of millennial generation employees to changes and demands that arise in their work so that they are able to maintain and obtain the intended job (employability).

## V. Conclusion

There is a direct positive effect of career adaptability on self-perceived employability, which can be indicated that the higher the career adaptability of employees, the higher their ability to prepare themselves to face the demands and challenges at work, the more likely they are to retain or get a job. aimed. In addition, there is a positive indirect effect of career adaptability on self-perceived employability, which indicates that employees with high career adaptability are prepared to face the demands and challenges of achieving subjective career success and retaining or getting a job.

There is a direct negative effect of career competencies on self-perceived employability, where it can be indicated that career competencies. Employees have no effect on self-perceived employability because subjects who work in the manufacturing and service sectors in the city of Surabaya and its surroundings as well as Jakarta and surrounding areas perceive employability in their workplaces to be low because planning and development support is less than optimal so that their career competencies are not related to self-perceived employability. Furthermore, there is a positive indirect influence by career competencies on self-perceived employability, which is indicated that employees with high career competencies developing their work competencies will lead to career success and perceived career success in organizations can encourage behavior to maintain their jobs.

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