

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON CAREER SATISFACTION AMONG REMOTE WORKER: PARALLEL MEDIATION OF DIGITAL SELF-EFFICACY AND PERCEIVED EMPLOYABILITY

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Abstract

This study investigates the impact of perceived organizational support on career satisfaction among remote workers. It also explores the mediating effect of perceived employability and digital self-efficacy in this relationship. Using a multi-item survey questionnaire, 210 remote workers from Hajj Umrah travel company in West Sumatra, Indonesia were assessed. To test the hypotheses, a quantitative approach incorporating structural equation modelling (SEM) was used using SmartPLS 4.0. To examine the mediating effects of perceived employability and digital self-efficacy on the association between perceived organizational support and career satisfaction, the bootstrapping technique was performed. We found positive and significant association between perceived organizational support and career satisfaction. Additionally, we found evidence of parallel mediation, where digital self-efficacy and perceived employability mediate the relationship between perceived organizational support and career satisfaction. This study extends the existing literature by exploring career satisfaction in career management.

Keywords: Digital Self-Efficacy, Career Satisfaction, Perceived Employability, Perceived Organizational Support, Remote Worker

1. Introduction

In the modern work environment, employees are no longer restricted to working in an office, but can work from anywhere[1]. Specifically, they work by using telecommunications equipment and/or computer-based organizational. The concept of remote worker has become a new trend in working. This new trend raises questions about how employees should be supported and encouraged to take responsibility for their careers [2]. In terms of career development, employees often state that working remotely can negatively impact their career growth and development prospects. Previous research suggest that remote working reduces the likelihood of career advancement, partly due to the conventional perception that productivity assessments are associated with the amount of time spent on the job [3]. Individuals can shape their careers by choosing a career path that suits their abilities and interests[4]. As career conditions become more uncertain, employees take greater responsibility for their own career development[5]. In addition, they must also be skilled in using digital

applications to manage businesses. Digital systems allow individuals to complete increasingly complex tasks or interact with highly personalized systems[6]. Therefore, individuals must be increasingly digitally competent and adaptable to meet increasing demands and capitalize on new emerging opportunities.

Therefore, understanding the complexities of individual career satisfaction in this remote worker context is crucial. This research focuses on remote worker for Hajj Umrah travel company in West Sumatra, Indonesia. The characteristics of employees in this company are employees who can work outside the office, anywhere, with predetermined targets. Remote workers have high control and flexibility in determining their workload and work portfolio[7] and can change their job choices at any time and they tend to be committed to their careers rather than their organizations[1]. Several studies have also been conducted to examine a number of predictors of career satisfaction, such as demographics, personality, self-efficacy and organizational support[8]. Of these predictor variables, organizational support and self-efficacy are important factors in career success. Unfortunately, previous research has mostly focused

on employees who work in the office every day. Research relating to career satisfaction of remote workers is limited[1].

Using the Social Cognitive Career Theory (SCCT) framework, career satisfaction can be obtained through individual and environmental factors[9]. Organizational support are likely to enhance career satisfaction. Past research states that perceived organizational support can be a determining factor for career satisfaction[8]. In the context of remote workers, organizational support for organizational plays an important role in supporting business processes and increasing productivity. Organizational support enables individuals to work happily and impacts job satisfaction.

Further research is needed to gain better knowledge about the relationship between perceived organizational support and career satisfaction. The relationship between perceived organizational support with career satisfaction may be through a goal attainment mechanism[10]. Therefore, we investigated the influence of perceived organizational support on career satisfaction in the context of remote worker through perceived employability and digital self-efficacy as mediating factors. Perceived employability is an individual's perception of their ability to perform well in the organization and compete in the labour market[11]. This is in line with SCCT, that individuals strive to achieve their goals through improving their competencies. Career satisfaction is one of the keys to the success of remote workers to gain well-being. Therefore, this study is expected to contribute to the application of SCCT in career satisfaction of remote workers by examining perceived organizational support, digital self-efficacy, and perceived employability.

2. Literature Review and Hypotheses Development

2.1 Perceived Organizational Support

Researchers have stated that perceived organizational support has a positive impact on a number of outcome variables, such as job satisfaction, organizational commitment, performance, and positive mood[12]. In the digital era, organisational support for the use of organizational plays an important role in improving organization performance and competitiveness[13]. Perceived organizational support is the degree to which employees perceive the organization to provide digital organizational in support of work[14]. Perceived organizational support fosters an emotional bond between and their workplace. Employees who feel valued, recognized, and supported by the organization tend to have a deeper

emotional attachment to their work. Previous researchers have noted the importance of organizational availability in helping individuals to communicate and support work.

2.2 Digital Self-Efficacy

The use of digital systems has become a critical requirement for most fields of work. Knowledge and skills regarding digital devices (e.g., computers, smartphones, tablets), and applications, have been defined as digital skills[15]. The most important factor in the use of organizational is self-efficacy, which is the belief that a person can successfully do the job[16]. Digital self-efficacy denotes an individual's self-efficacy with regard to the effective and effortless utilization of information organizational and the adaptation to updates in hardware and software[17]. The higher the digital self-efficacy the less likely they are to feel anxious about using information organizational, and the more likely they are to be skilled in using it[18].

2.3 Career Satisfaction

Career satisfaction is an assessment of an individual's progress towards their current career achievements and future advancement prospects[19]. This suggests that career satisfaction is an individual's sense of satisfaction or dissatisfaction with aspects related to their job and career in a particular work environment. It includes elements such as recognition of achievement, development opportunities, work-life balance, relationships with colleagues and supervisors, compensation, professional development, and the opportunity to make a significant contribution to the organization's goals and values[20]. It can be concluded that career satisfaction refers to employees' subjective assessment of their career success. Career success is assessed objectively and subjectively. Objective indicators such as job title, salary and number of promotions in a year can be directly observed and therefore evaluated by others, while subjective career success is an individual's sense of accomplishment and satisfaction with their career achievements[21].

2.4 Perceived Employability

Perceived employability is a factor that has the potential to influence career satisfaction[22]. Employability skills are critical for individuals throughout their careers as they determine the alternatives

individuals have to achieve desired career changes over time within or beyond their existing occupation or role[23]. Perceived employability is an individual's belief in their ability to obtain and maintain employment in the current and future labour market[24]. Recent career management studies have reported an increased emphasis on perceived employability as a critical factor influencing career success, as employability skills are widely recognized as an important element of job security in today's professions[25].

2.5 Perceived Organizational Support and Career Satisfaction

This study examined perceived organizational support and digital self-efficacy as antecedents of career satisfaction. Perceived organizational support can create a sense of emotional attachment between employees and the organization they work for[14]. supported by the organization tend to feel more emotionally attached to their work. Based on the SCCT framework, to increase job/career satisfaction, organizational support, such as technological support for work, must be provided[9]. Therefore, we propose the following hypothesis:

H1: Perceived organizational support is positively associated with career satisfaction

2.6 Perceived Organizational Support, Digital Self-Efficacy and Perceived Employability

This study examined perceived organizational support as antecedents of digital self-efficacy and perceived employability. Researchers have determined that organisational support enhances self efficacy[26]. Perceived organizational support can create a sense of emotional attachment between employees and the organization they work for[14]. Employees who feel cared for, valued and supported by the organization tend to feel more emotionally attached to their work. Based on the SCCT framework, to increase self-efficacy, technological support for work must be provided[10]. If an individual has a strong sense of self-efficacy about their ability to succeed in a particular field, they are likely to choose a career path that matches these beliefs. Choosing a career that matches self-efficacy can influence how individuals perceive their potential for future employment. Employees with high self-efficacy usually have a tendency to move between different positions, jobs, or

occupations[27]. They are more likely to believe that their competencies and skills are highly valued, both internally and externally, leading to increased employability.

Employability is a term that describes the capacity of different segments of the labor force to obtain and maintain employment of their own accord[28]. SCCT explains how individuals' perceptions, personality, and behavioral variables predict their career-related behavior. Organizations that offer learning and development digital system tend to model a form of exchange where the organization provides support for skill development, and employees reciprocate by improving their performance[14]. This can help improve perceived employability as employees feel they have the opportunity to improve their abilities, thus feeling more confident in their ability to seek and retain employment. We develop the following hypotheses:

H2: Perceived organizational support is positively associated with digital self-efficacy

H3: Perceived organizational support is positively associated with perceived employability

2.7 Digital Self-Efficacy, Perceived Employability and Career Satisfaction

In this study, we will specifically examine digital self-efficacy as a key predictor of successfully completing activities related to the use of digital technologies (Bouncken et al., 2021). Digital self-efficacy can increase an individual's intrinsic motivation towards a career[17]. Self-efficacy reflects an individual's belief in his or her ability to accomplish certain tasks[16]. A study on the influence of gender on occupational self-efficacy found that both men and women with high occupational self-efficacy set their own paths for career advancement[29]. Individuals who exhibit high levels of digital self-efficacy tend to increase commitment and achieve career satisfaction compared to those who exhibit low levels of self-efficacy. This is because individuals with high levels of self-efficacy exert greater effort and are more persistent. A study conducted by [30] revealed a positive correlation between self-efficacy and career satisfaction. Furthermore, research

conducted by [31] that self-efficacy significantly affects career satisfaction.

Perceived employability suggests that individuals are the most responsive and important figure in their work and career progress [32]. Perceived employability serves as a motivating and guiding factor that helps individuals effectively navigate their career path [28]. When employees have higher levels of employability, they tend to feel more confident about their skills, qualifications and ability to find new job opportunities if needed. This increased confidence can lead to greater career security, which contributes to higher career satisfaction. Perceived employability results in job search behavior and career satisfaction [33]. Therefore, we propose the following hypothesis:

H4: Digital self-efficacy is positively associated with career satisfaction

H5: Perceived employability is positively associated with career satisfaction

2.8 Mediating Role of Digital Self-Efficacy and Perceived Employability

Perceived employability and digital self-efficacy can be a mechanism in the relationship between perceived organizational support and career satisfaction. Based on SCCT, the main pathway to career satisfaction can occur through cognitive processes [10]. Perceived employability is a cognitive process aimed at achieving individual career goals [22]. Research conducted by [25] showed that perceived employability acts as a mediator in the favorable relationship between HR practices and commitment. In addition, a study conducted by [34] showed that perceived employability as mediating the relationship between competency development and career success. Meanwhile, perceived organizational support can trigger digital self-efficacy and digital self-efficacy can lead to a sense of happiness at work. In other words, digital self-efficacy can mediate the relationship between perceived organizational support and career satisfaction. Therefore, we propose the following hypothesis:

H6: Digital self-efficacy mediates the relationship between perceived

organizational support and career satisfaction.

H7: Perceived employability mediates the relationship between digital self-efficacy and career satisfaction

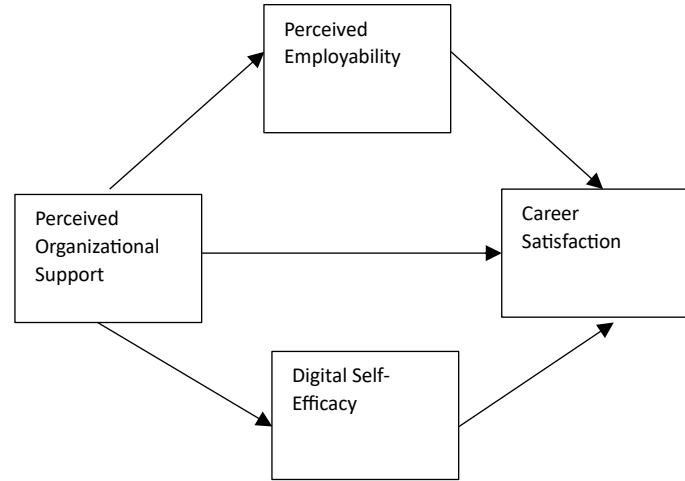


Figure 1. Conceptual Framework

3. Research Method

3.1 Sample and Data Collection

The total number of respondents for this study was 210, collected from an online survey. The respondents were remote workers of travel and umrah companies in West Sumatra. The survey was conducted over three months, from June to August 2024.

3.2 Measurement

There are four variables in this study, namely, perceived organizational support, digital self-efficacy, perceived employability, and career satisfaction. All questions are measured using multiple items on a five-point Likert scale scaled from strongly agree (5) to strongly disagree (1). We developed measurement items for each construct based on previous literature. To ensure content validity, we modified items from previous research to fit the context of remote workers and digital organizational.

Table 1. Variable Operationalization

Construct	Number of questions	Source
CS	5 items	[35]
POS	4 items	[26]
DSE	9 items	[36]
PE	11 items	[24]

3.3 Data Analysis

This study used partial least squares structural equation modeling (PLS-SEM) through SmartPLS 4.0 software. This is a widely used technique as an alternative to covariance-based SEM, as it is able to achieve high levels of statistical power and does not require normality of data distribution[37]. Of the 300 people contacted, 210 completed the survey, representing a response rate of 70%. The majority of respondents were female (56.7%), aged 23-28 years old (67.6%), had a university degree (62.4%), and had 1-5 years of work experience (70.5%). In addition, the sample size (n=210) meets the required minimum sample size of ten times the construct. Given the above reasons, we chose to use PLS-SEM to analyze the hypotheses. This study uses a two-step data analysis, first, we analyze the measurement model based on the constructs adapted from previous literature. Second, this study tests the inner model in order to test the research hypotheses.

Measurement model

To test the validity and reliability of the construct measures, we analyzed the measurement model. All factor loadings were above 0.5, ranging from 0.818 to 0.952. Therefore, convergent validity was met. The total variance explained for one common factor should be less than 50% to indicate that there is no problem. The results of construct validity and reliability, showing Cronbach's alpha ranging between 0.869 and 0.936 are higher than the threshold of 0.6 indicating that all variables have achieved high internal consistency. CR values ranged between 0.869 and 0.944 also above the 0.6 threshold, indicating a good level of reliability. The AVE values ranged between 0.600 and 0.819 where all of them were above the threshold of 0.5, indicating that the variables had also achieved a good level of reliability. Therefore, we conclude that all variables used in this model have achieved high validity and reliability.

Table 2. Reliability and Construct Validity

Variables	Cronbach's alpha	CR	AVE
CS	0.869	0.869	0.657
POS	0.926	0.933	0.819
DSE	0.936	0.944	0.661
PE	0.899	0.909	0.600

Table 3. R Square (R²)

	R-square	R-square adjusted
CS	0.453	0.449
PE	0.347	0.345
DSE	0.216	0.213

Table 4. Hypothesis Testing Results of Direct and Indirect Effect

Hypothesis	Path	Effect Size	T-value	p-value	Decision
H1	POS-> CS	0.377	4.458	0.000	Supported
H2	POS-> DSE	0.464	9.320	0.000	Supported
H3	POS-> PE	0.589	13.425	0.000	Supported
H4	DSE-> CS	0.124	2.292	0.022	Supported
H5	PE-> CS	0.604	14.119	0.000	Supported
H6	POS -> DSE -> CS	0.057	2.041	0.041	Supported
H7	POS-> PE -> CS	0.356	8.058	0.000	Supported

Table 4 shows that all hypotheses for direct and indirect effects are accepted. The findings are then discussed.

4. Discussion

The purpose of this study is to examine the effect of perceived organizational support on career satisfaction by using the parallel mediation mechanism of digital self-efficacy and perceived employability. The findings of this study revealed a significant relationship between perceived organizational support, career satisfaction, digital self-efficacy, and perceived employability, while digital self-efficacy and perceived employability parallel mediated the positive relationship between perceived organizational support and career satisfaction.

This finding indicates that as the level of support provided by the organization on organizational increases, employees' career satisfaction also increases. This suggests that when employees feel supported by the organization they work for, this tends to increase their level of satisfaction with their career. Organizational support creates a supportive work environment and makes employees feel valued. When individuals feel that the organization cares about and supports their career development, this can increase their job and career satisfaction. The results of this study are consistent with SCCT that found that perceived organizational support positively and significantly predicts career satisfaction [10]

Our research found that digital self efficacy and perceived employability significantly predict career satisfaction. When employees have the belief that they can achieve desired organisational goals through their technological capabilities, they may feel more happiness at work. Digital self-efficacy relates to an individual's believe of their capacity to

organize and execute a digital organizational for working any where[15]. In accordance with the tenets of SCCT, high self-efficacy indicates that individuals are willing to accept job challenges and strive to overcome obstacles and barriers. Conversely, individuals with low self-efficacy tend to avoid challenges. The results of hypothesis testing also yielded that digital self-efficacy have a significant impact on career satisfaction.

The findings of this study found that in a parallel mediation mechanism, both digital self-efficacy and perceived employability significantly mediated the relationship between perceived employability and career satisfaction, and hence, enabled organisations to meet three basic needs of remote workers, namely self-confidence, self-awareness, and relationship transparency. This, in turn, encourages digital self-efficacy and perceived employability [17] to promote a sense of career satisfaction [38].

This study found that perceived organizational support has a positive and significant effect on perceived employability. The findings of this study are supported by empirical findings from [39] where their research shows that perceived organizational support significantly affects perceived employability. It involves individuals' beliefs about the extent to which they have the necessary skills, knowledge and resources to succeed in the world of work, as well as their beliefs about how they can compete and cope with changes in the work environment. Perceived employability can influence employee behavior, career decisions, and job performance. From hypothesis testing, it was found that perceived employability has a significant positive effect on career satisfaction. When employees have higher levels of perceived employability, they tend to feel more confident about their skills, qualifications and ability to find new job opportunities if needed. This increased confidence can lead to greater career security, which contributes to higher levels of career satisfaction [40], [41].

5. Conclusion

This study provides valuable insights and practical applications in the area of employee career management. We used SCCT to investigate the impact of perceived organizational support on career satisfaction and digital self-efficacy and perceived employability as parallel mediation among remote workers from Hajj and Umrah travel companies in West Sumatera, Indonesia. This research provides valuable theoretical insights in the context of career development. Based on SCCT, perceived organizational support is directly and indirectly related to outcome

expectations. This study shows that digital self-efficacy and perceived employability as cognitive mechanism that acts as a link between digital perceived organizational support and career satisfaction.

This study has several limitations. First, this study utilized a cross-sectional design, which limits the ability to make strong inferences about causality. To gain a more comprehensive understanding of causality, future research in this area may seek to test the model established in this study using a longitudinal research methodology. Secondly, as the data for all research variables were collected solely from employee self-reports, the conclusions of this study may be affected by common method variance. To reduce the negative effects associated with this issue, future research should collect data from other sources. Third, since the sample in this study was collected from the tourism industry, future research should examine other contexts.

Daftar Pustaka

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