



Self-efficacy and Career Adaptability in Early Career employees

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Article History:

Received
20/05/2024

Revised
12/06/2024

Accepted
19/06/2024

Published
24/06/2024

Abstract. Every company strives to increase efficiency and effectiveness to adapt to competitive developments. One of the efforts made is to prepare employees to compete at work. Career adaptability is necessary for employees to support effective performance, especially for early career employees. Therefore, early career employees need good self-efficacy to support career adaptability. This research aims to determine the relationship between self-efficacy and career adaptability in early-career employees at PT. XYZ. The method used is quantitative with a simple correlational design. Data collection used non-probability sampling with a saturated sampling technique, carried out using a Google form distributed to all PT. XYZ. The research scale consists of the General Self-Efficacy Scale ($\alpha = 0.932$) and the Career Adapt-Abilities Scale ($\alpha = 0.969$). The Spearman Rho correlation test obtained a coefficient value of 0.841 with $p(\text{Sig.}) = 0.000$ ($p < 0.01$) shows that self-efficacy positively relates to career adaptability in early-career employees. Research on self-efficacy and career adaptability in early career employees is expected to provide important information that can be used to improve employee development practices, organizational policies, and future academic literature.

Keywords: *Self-efficacy; Career Adaptability; Early Career*

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Introduction

In the current era of globalization, changes in competition in all fields are increasingly specific, including competition in the world of work, which is increasing more drastically. Accompanied by the increasing opening up of international market opportunities, companies must increase efficiency and effectiveness to adapt to competition developments (Sofiah et al., 2023). Several studies found that competition in the world of work in this era of globalization is increasingly high, so supporting abilities such as adaptability and high competitiveness are needed (Ruhimat, 2006). In this way, the company tries to prepare employees to adapt, compete, and maximize their abilities in the world of work. PT.XYZ likewise experiences them. This company also encourages employees to have career adaptability to support effective performance. This statement is in line with Indahingwati et al., (2019), who state that to increase employee competence, companies need to pay attention to employees' ability to implement knowledge to achieve company goals. Adapting to the demands of the company's needs in the current era is very important. Therefore, employees must have good career adaptability, especially for early career employees. Early career employees involve adaptability and focus on change, career exploration, and skill development. The impact is due to a need for mentoring and effective career management, making early-career employees feel dissatisfied with their jobs and look for better opportunities elsewhere (Anindita, 2019).

Career adaptability emphasizes individuals' coping processes when building a career (Savickas, 1997; Savickas, 2002; Savickas, 2005). This theory also explains how a person assimilates vocational self-concept with work roles throughout their career. Rudolph et al., (2019) show that career adaptability is essential in higher education, especially in dealing with problems related to job transitions. The survey and research results show that career adaptability is essential in facing career changes and job transitions and has a significant relationship with work readiness.

Based on interviews on September 5, 2023, with 11 early career category employees at PT. XYZ. Based on the results of these interviews, positive and negative phenomena were found related to career adaptability. Of the ten people, three said they still had difficulty adapting to the work environment, finding it difficult to adapt to new lifestyle changes when they started working. Meanwhile, four other people said they were comfortable with their work environment and had been able to adapt to the environment, including the tasks given. They even wanted to learn new things, such as job desks from other divisions, to increase their knowledge. However, three other people said they were unwilling to learn things unrelated to their duties. From the initial interviews conducted, it was concluded that there are still career adaptability problems among early-career employees at PT. XYZ. This opinion is supported by Muspawi (2017), who states that

things such as difficulty adapting to a new work environment, career adaptability, developing skills, abilities, and competencies, facing changes in work culture, dealing with pressure and stress, and developing networks. Professional is included in the problems faced by employees during their early careers.

The importance of career adaptability is a readiness to overcome unexpected tasks, prepare and take part in work, and overcome unexpected circumstances that may arise as changes in working conditions (Creed et al., in Adriana & Nugraha, 2023). Furthermore, research conducted by Nurhaq & Nugrohoseno (2019) shows that employees with high career adaptability will have higher employee awareness of their future careers, which can increase employees' subjective career success. From this explanation, it is evident that career adaptability significantly affects the employees and the organization's growth.

The level of career adaptability in employees can have a positive or negative impact. The positive impact is that if employees have high career adaptability, then the employee's performance will be better. Apart from that, career adaptability can increase job satisfaction because employees with good career adaptability can plan their careers for their future goals, so job satisfaction will also increase (Lestari, 2021). On the other hand, there is a negative impact of career adaptability, where career adaptability abilities in employees can be a double-edged sword and lead to higher voluntary turnover intentions. So, it is essential to have adequate support from superiors and co-workers to reduce the employee's intention to quit or move (Lee et al., 2021). Research on career adaptability in employees is significant for individuals and organizations; low levels of career adaptability in employees will have a negative impact, and increasing career adaptability will have a positive impact. For this reason, knowing the factors that can influence career adaptability, such as personal traits, organizational culture, and job characteristics, is necessary.

Several factors influence career adaptability; some of these factors are: (1) social support (Creed et al., 2009), (2) work experience (Hirschi, 2009), (3) life statistics (Hirschi, 2009), (4) Educational institutions/learning environments (Tian & Fan, 2014). Then, one of the strong factors that influence career adaptability is self-efficacy; this statement is supported by Hirschi (2009), who states that factors that influence career adaptability include positive emotional dispositions, goal decidedness, capability beliefs (self-efficacy), and social context beliefs. Then, in the context of career adaptability, self-efficacy can help individuals develop the skills and resources needed to handle career transitions and career development tasks (Erus & Zeren, 2017). Apart from self-efficacy, factors that can influence career adaptability are personality, emotional intelligence, and work values (Agustini et al., 2022). These factors will contribute to achieving employee career adaptability and overall organizational success.

Career adaptability refers to an individual's adaptability to changes in life and demands in his career. This involves adapting to new situations, dealing with uncertainty, and navigating transitions effectively. For instance, an individual can develop career adaptability by actively seeking new learning opportunities, networking with professionals in their field, and being open to new job roles. This ability is essential for stable workability and achieving long-term career success. Lestari (2021) explains that career adaptability can increase job satisfaction because employees with good career adaptability can plan their careers for their future goals, so job satisfaction will also increase. Besides that, self-efficacy in the context of career development is an individual's belief in his ability to carry out tasks to achieve goals related to his career. Self-efficacy can simultaneously increase an individual's career adaptability to better adapt to career changes and challenges (Chuang et al., 2022). Career adaptability and self-efficacy help navigate an individual's career effectively to achieve long-term success, so these two topics are essential for career development because they are related and interdependent. Self-efficacy is a crucial factor in an individual's career adaptability to all changes or challenges in his career, and career adaptability is influenced by the individual's belief in his ability to carry out tasks and achieve his career goals (Hartono & Gunawan, 2017).

The importance of researching self-efficacy and career adaptability in employees is supported by research conducted by Aydin (2022) where this research explores the impact of career adaptability on perceptions of future workability and obtains that self-efficacy results have a mediating effect on the relationship between career adaptability and perceptions of future workability. These findings suggest that organizations can enhance their employees' future workability by fostering their career adaptability and self-efficacy. This is supported by the findings of Putra et al., (2020), which show that self-efficacy has a positive and significant effect on career adaptability. This implies that individuals can improve their career adaptability by enhancing their self-efficacy. Apart from that, previous studies conducted by Artahayest (2021) regarding self-efficacy and career adaptability in final-year students obtained results that showed a positive and significant relationship between self-efficacy and career adaptability in final-year students. This suggests that educational institutions can promote students' career adaptability by fostering their self-efficacy. Apart from the research above, previous research by Nabilah & Indianti (2019) found a positive and significant relationship between work self-efficacy and career adaptability in final-year students. This implies that students can enhance their career adaptability by improving their work self-efficacy. Referentially, research on self-efficacy and career adaptability mainly uses students as samples; apart from that, Artahayest (2021) explained that research on self-efficacy and career adaptability places more emphasis on the relationship between career

adaptability and academic satisfaction, the relationship between career adaptability and personality, and the relationship between career adaptability and self-esteem.

Based on existing research, researchers intend to research self-efficacy and career adaptability in early-career employees in one company so that the subject used is broader than previous research because early-career employees include employees transitioning from school or university. Several things have not been realized by early career employees in the adaptability aspect, namely, challenges in adapting, limited sense of truth, limited ability to deal with stress, limited ability to develop professionalism, limited ability to face career trauma, limited ability to develop emotional intelligence, and limited ability to develop adaptability. The need for more research on self-efficacy and career adaptability in employees has interested researchers in conducting this research. It is hoped that it will contribute to adding broader information and knowledge regarding the relationship between self-efficacy and career adaptability in employees.

Transitioning from the dynamics described, our research holds the potential to uncover the relationship between self-efficacy and career adaptability in early-career employees at PT. XYZ. Our proposed hypothesis suggests a positive and significant correlation between self-efficacy and career adaptability. This research could provide valuable insights for PT. XYZ, aiding in developing strategies to enhance the career adaptability of their early-career employees.

Methods

This research uses a quantitative approach with a bivariate/simple correlational design to determine the relationship between one independent variable (self-efficacy) and one dependent variable (career adaptability). This research uses non-probability sampling with a saturated sampling technique, where saturated sampling is a sample determination technique that uses all members of a relatively small population so that this can minimize the level of error in the generalization process. Participants in this research were PT. XYZ employees were included in the early career employee category, totaling 74 people. The early career criteria referred to in this research are employees in the early career stage who have work experience of less than ten years (Super in Amalia, 2021). Data collection in this study used two psychological scales, each measuring self-efficacy and career adaptability. The two scales are structured based on the Likert scale model, which consists of four alternative answers. Neutral answers are eliminated to avoid clustered answers. Apart from that, both scales only contain favorable questions. The data was collected using a questionnaire and Google Forms media. To measure Self-Efficacy, researchers used the General Self-Efficacy Scale (GSES) developed by Schwarzer & Jerusalem (1995) based on three dimensions created by Bandura (1997), which include Magnitude or level, Generality, and Strength, which was then translated by Novrianto et al., (2019) into Indonesian. This measuring

tool contains ten items. The results of measuring the self-efficacy scale showed that all items passed the selection with total item coefficient values ranging from 0.596 – 0.832 and a Cronbach's Alpha value of 0.932.

To measure career adaptability in employees, the researchers utilize the Career Adapt-Abilities Scale (CAAS) measuring tool, which was created by Savickas (Porfeli & Savickas, 2012) and translated into Indonesian by Sulistiani et al., (2018). The CAAS contains 4 dimensions, including concern, control, curiosity, and confidence, and it has 24 items. The measurement results of the career adaptability scale show that all items passed the selection, with total item coefficient values ranging from 0.659-0.856 and a Cronbach's Alpha value of 0.969, further affirming the validity of the measuring tool and the reliability of the study.

The data in this study is subjected to a rigorous parametric statistical analysis, specifically the Spearman Rho correlation test. This test is used to determine the relationship between self-efficacy and career adaptability in early-career employees at PT. XYZ. The analysis was conducted using the SPSS series 21 for Windows, ensuring the accuracy and reliability of the results.

Results

Descriptive Analysis Test

The participants used in this research were 74 items with a score of 1 to 4. The results of the data that had been obtained were then grouped into five categories, namely very low, low, medium, high, and very high, by manually categorizing them using the formula proposed by Azwar (2017).

Table 1.

Self-efficacy category

Category	Intervals	Frequency	Percentage
Very low	$X < 28.47$	3	4%
Low	$28.47 < X < 32.82$	24	32%
Medium	$32.82 < X < 37.17$	18	24%
High	$37.17 < X < 41.52$	29	39%
Very high	$X > 41.52$	0	0%
Amount		74	100%

Min = 28.47; Max = 41.52; Mean = 35; SD = 4.35

Table 2.

Career Adaptability Category

Category	Intervals	Frequency	Percentage
Very low	$X < 67.76$	4	5%
Low	$67.76 < X < 79.87$	22	30%
Medium	$79.87 < X < 89.98$	16	22%
High	$89.98 < X < 100.10$	32	43%
Very high	$X > 100.10$	0	0%
Total		74	100%

Min = 67.76; Max = 100.10; Mean = 83.93; SD = 10.1

Table 1 shows that in the self-efficacy category, it was found that only 4% of the respondents had very low self-efficacy, with a score of less than 28.47. A total of 32% of the respondents were in the low self-efficacy category, indicating that almost a third of the respondents felt less confident in their abilities. About 24% of respondents had moderate self-efficacy, while the majority of respondents, 39%, had high self-efficacy with scores between 37.17 and 41.52. No respondents reported a very high level of self-efficacy, with a score above 41.52. The mean self-efficacy score was 35, with a standard deviation (SD) of 4.35, indicating moderate variation among respondents, with a general trend towards high self-efficacy.

Table 2 shows that in the career adaptability category, only 5% of respondents were in the very low category with a score of less than 67.76. A total of 30% of respondents have low career adaptability, indicating that almost a third of respondents feel less adaptable in their careers. About 22% of respondents had moderate career adaptability, while the majority of respondents, 43%, were in the high career adaptability category with scores between 89.98 and 100.10. No respondents reported a very high level of career adaptability with a score above 100.10. The mean career adaptability score was 83.93 with a standard deviation (SD) of 10.1, indicating variation in career adaptability among respondents, with a general trend towards high adaptability.

Normality test

In order to ensure that the data used in this study fulfills the normal distribution assumption required for further statistical analysis, the Kolmogorov-Smirnov test was employed to test the normality of the distribution of the two variables in question. The results of this test are presented in Table 3.

Table 3.
Kolmogorov-Smirnov Test

Variable	Statistic test	p(Sig.)	Result
self-efficacy	1.480	.025	p<0.05
career adaptability	1.199	.113	p>0.05

From the results shown in Table 3, we can see that the self-efficacy variable has a p-value of 0.025, which means $p < 0.05$, so the distribution of self-efficacy data is not normal. In contrast, the career adaptability variable has a p-value of 0.113, which means $p > 0.05$, so the distribution of career adaptability data can be considered normal.

Linearity Test

Before exploring the results of hypothesis testing between self-efficacy and career adaptability, it is essential to understand how these two factors interact in the context of individual career development. Table 4 shows the relationship between the two variables.

Table 4.
Self-efficacy and Career Adaptability Linearity Test

	Between Groups	F	p(Sig.)	Result
career	Linearity	172.251	.000	p<0.05
adaptability * self-efficacy	Deviation from Linearity	.620	.805	p>0.05

It is known that the significance value is 0.805, indicating that the probability of the research results is greater than 0.05. Thus, it can be concluded that self-efficacy and career adaptability are linearly related because they meet the linearity assumption requirements ($p>0.05$).

Hypothesis Test

The correlation analysis conducted in this study aims to measure the strength of the relationship between self-efficacy and career adaptability in a sample of 74 respondents. The statistical method used is Spearman's rho, suitable for testing non-parametric relationships between two variables.

Table 5.
Correlation Test of Self-efficacy and Career Adaptability

Analysis Test	N	Mean	Std. Deviation	Correlation Coefficient	p(Sig.)	Result
Spearman's rho	74	119.9	13.9	.841	.000	p<0.01

H1 career adaptability * self-efficacy supported

From the results of the hypothesis test that has been carried out, the results show a significance value of 0.000 ($p<0.01$), indicating a figure of less than 0.01, so these results explain that self-efficacy is positively and significantly related to career adaptability in early career employees of PT. XYZ. The results of the Spearman Rho test obtained an r-value of 0.841, which means that the two variables have a very strong level of category interval relationship.

Discussion

Our research findings hold immense significance, unveiling a robust and positive correlation between self-efficacy and career adaptability in early-career employees at PT. XYZ. This correlation, with a value of 0.841 and sig = 0.000 ($P < 0.05$), substantiates the researcher's hypothesis. Our study underscores that higher self-efficacy levels correspond to heightened career adaptability in early-career employees at PT. XYZ, a crucial insight for comprehending and enhancing employee performance and career development.

Conversely, the lower the self-efficacy, the lower the career adaptability. These findings align with research by Artahayest (2021), which says there is a positive and significant relationship between self-efficacy and career adaptability of final-year students. This shows that different participants still show a positive relationship between the two variables.

The possible causes of these research results are: First, most early-career employees consider self-efficacy a basis for strengthening their sense of belonging, security, efficacy, purpose, and meaning in life, as well as a positive view of themselves. This was stated by Keshavarz (2020) and Niu in Rohmawati (2018). They also think that self-efficacy results from how the environment interacts with one's adjustment mechanisms and abilities, as well as with experience and education.

Second, most early-career employees think that self-efficacy can foster confidence in their ability to handle tasks that can increase career adaptability. This statement is supported by the findings of Karacan-Ozdemir & Guneri (2017) and Matijas (2021), which show a positive and significant relationship between self-efficacy and career adaptability. Previous studies show consistent results where self-efficacy and career adaptability are positively related.

Based on the results of the categorization test of 74 subjects, it was discovered that the majority of early career employees' career adaptability was in the high category, accounting for 43% and a total of 32 individuals. The self-efficacy factor strongly bolsters employees' high career adaptability (Hirschi, 2009). Furthermore, the self-efficacy categorization test results for early career employees were in the high category, representing 39% and a total of 29 individuals. This demonstrates that early-career employees at PT.XYZ can be an asset for the company as employees with high self-efficacy and career adaptability excel in performance, adaptation, innovation, job satisfaction, and career development. This viewpoint is supported by Fadhilah (2019), who posited that employees with good self-efficacy tend to perform well based on confidence in their ability to complete tasks and challenges. Additionally, employees with high career adaptability can adjust to changes in the work environment and career demands more swiftly and effectively (Nasution, 2023). This implies that employees with good self-efficacy will enhance their career adaptability skills to fulfill their career aspirations at work. This is particularly crucial for early career employees who are still in the early stages of their careers and still need to adapt to the challenges that arise.

Based on research that has been conducted, Self-efficacy can increase a person's ability to adapt to their career. Strong self-confidence allows one to take controlled risks to seek new opportunities, learn new skills, and adapt to changing working methods. This is in line with research by Doe & Smith (2023), which shows that people with high levels of self-efficacy tend to be better able to face changes and challenges in their career journey. They discuss how self-efficacy, or an individual's belief in their ability to achieve goals, plays an essential role in increasing the ability to adapt to changes in their career. People with self-efficacy believe they can overcome challenges and tasks at work. With this confidence, they can act proactively, find innovative solutions, and adapt to change. These results are strengthened by research conducted

by Roberts & Clarke (2023). This research investigates how self-efficacy influences employees' adaptability and job satisfaction when starting their careers. This research shows that employees with high self-efficacy can better adapt to career changes and report higher satisfaction with their jobs.

There are several dynamics of Self-efficacy and Career Adaptability. The first is Self-efficacy: highly competitive employees believe in their ability to overcome challenges and achieve goals. They are more willing to take risks and try new things because they are confident, which is important in a dynamic work environment. The second is career adaptability, which includes skills to face the future career (concern), control over yourself (control), the ability to face career challenges (curiosity), and confidence to face career challenges (confidence). The impact on performance and job satisfaction is that confident and adaptive employees tend to perform better, are more proactive, and are more resistant to stress: higher job satisfaction, reduced employee turnover, and increased organizational commitment. Training to increase self-efficacy through mentoring, coaching, and achievement recognition is very good. Developing the ability to customize careers through career planning, job rotation, and cross-functional projects is good for employees in the future. In organizations, a culture providing support and resources can increase self-efficacy and career adaptability.

Regarding renewal, this research was carried out by measuring career adaptability in research employees using the Career Adaptability Scale (CAAS) measuring tool created by Savickas (2012), which was then translated into Indonesian by Sulistiani et al., (2018). The Career Adaptability Scale (CAAS) contains four dimensions: concern, control, curiosity, and confidence. This scale has 24 items. From the measurement results of the career adaptability scale, it was found that all items passed the selection with total item coefficient values ranging from 0.659-0.856 and a Cronbach's Alpha value of 0.969. In integrating psychological dimensions, the Career Adaptability Scale (CAAS) combines four dimensions: concern, control, curiosity, and confidence; this covers various aspects of work adaptability. Research using the Career Adaptability Scale (CAAS) provides a comprehensive picture of how people manage and navigate careers. Research with this approach is appropriate for measuring the relationship between two ordinal variables, namely self-efficacy and career adaptability. Previous similar research in Indonesia has not used this approach much. Considering cultural differences and work dynamics that may be different from the Western context in which much previous research was conducted, the use of the Career Adaptability Scale (CAAS) to examine work adaptability in Indonesia provides a new contribution to the local literature where the Career Adaptability Scale (CAAS) offers a multi-dimensional analysis by measuring concern, control, curiosity, and confidence as mentioned previously. This can help determine specific areas that require development or intervention.

While providing valuable insights, this research has limitations, which can impact the results and interpretation of the data. Some of the other limitations of this study are that the sample size or demographic variation of this study is limited, and the results can not apply to the broader population. For example, the results may not apply to the wider population if the sample consists of workers in a particular industry or geographic location. The number of participants for data collection in this research was 74, which may restrict the generalizability of the findings to a larger population or workers in various industries. Variations in company culture, industry, and location can influence self-efficacy and career adaptability, underscoring the necessity for more diverse data collection. Data is collected through self-report questionnaires, which rely on the respondent's ability to assess themselves and the honesty of each respondent, introducing the potential for bias in respondents' answers. These limitations highlight the need for further research in this area.

The findings of this study have several practical implications. First, in HR development, training, and development programs focusing on self-efficacy can aid new employees in job adjustment, enhancing the organization's overall performance. The second implication is in the realm of job satisfaction. Organizations can foster career flexibility by creating a more inclusive and flexible work environment, leading to higher employee satisfaction and reduced turnover. The latest findings also have implications for Career Strategies. Career professionals and coaches can leverage these findings to design more effective interventions to help individuals prepare for career change, particularly in a dynamic economy. By understanding these outcomes, companies and individuals can strategically enhance employees' career adaptability and support new hires in their career success.

The data in this study was analyzed using nonparametric statistical analysis with the Spearman rho test to establish the relationship between self-efficacy and career adaptability in early career employees at PT. XYZ. The test results revealed the significance of self-efficacy in enhancing the career adaptability of early-career employees at PT. XYZ. These results bring novelty and significant contributions to this field. However, further research with longitudinal designs is necessary to understand how self-efficacy and career adaptability evolve and how these factors influence each other. Long-term studies could explore how changes in self-efficacy impact career adaptability and employee performance over several years. Future studies could also consider other factors, such as social support, organizational culture, and intrinsic motivation. For example, research could explore how support from colleagues and superiors influences self-efficacy and the ability to adapt to work.

Conclusion

Based on the research results there are several main findings in this study. There is a positive and significant relationship between self-efficacy and career adaptability of early career employees at PT.XYZ. This means that career adaptability will be higher when the self-efficacy of early-career employees in the company is higher. On the other hand, the lower the self-efficacy, the lower the career adaptability capabilities of employees in the company. Career adaptability is divided into four main components: concern, control, curiosity, and confidence. All of these components show a close relationship with the level of self-efficacy. The next finding in the study was the impact on performance. Better performance, lower stress levels, and higher job satisfaction are demonstrated by employees who have self-efficacy and the ability to adjust to their jobs. Self-efficacy is important in improving the career adaptation of early employees at PT. XYZ. Employees with high self-efficacy tend to be more able to adjust to changes and challenges in their careers and show more care, control, curiosity, and confidence when moving forward. The results provide a strong basis for better employee development interventions and policies in PT. XYZ. The results of this research can be used by career counselors to help early career employees become more confident and improve their career adaptability.

This research shows that self-efficacy and career adaptability are interconnected and important for the career success of new employees. Organizations should concentrate on developing these two qualities through training, mentoring, and support. In this way, companies can improve the performance and satisfaction of their employees. The results of this research can help the management of PT. XYZ finds workers who may need more help to improve their abilities and creates policies that help develop early-career employees at PT. XYZ. Research on self-efficacy and career adaptability in early career employees provides insight into important tools that can be used to improve employee development, organizational policies, and academic literature. By understanding and applying the results of this research, organizations can help early career employees become better prepared to face changes and challenges in their careers and achieve long-term success.

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