



Linking Organization's Values Support and Self Efficacy with Commitment Affective: The Mediating Role of Perceived Internal and External Employability

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Abstract. Affective commitment has always been an interesting topic to be researched in various organizations, including in government organizations. To be able to answer the challenges faced by BPS, both as a statistical office and as a government agency during the current triple disruption era, BPS has made many changes. However, many of these changes were not followed by an increasing the affective commitment of the employees. This can be seen from the number of employees who resigned and moved to other organizations which continued to show an increasing trend in the last twelve years. Using Self Determination Theory (SDT), and Socio Cognitive Career Theory (SCCT), this study aims to determine the effect of perceived organizational support on intrinsic and extrinsic values and self-efficacy on affective commitment mediated by perceived internal and external employability. By using a sample of 210 civil servants at BPS in West Sumatra Province, the results of the PLS SEM test show that perceived intrinsic values support and perceived internal employability have a significant positive effect on affective commitment, while perceived extrinsic values support and perceived external employability have a significant negative effect on affective commitment. For the perceived internal employability is only influenced by the perceived extrinsic values support and self-efficacy positively, while the perceived external employability is influenced by the perceived intrinsic and extrinsic values support and self-efficacy. The results of this study also prove that perceived internal and external employability can mediate the influence between perceived intrinsic and extrinsic values support on affective commitment.

Keywords: Extrinsic values · intrinsic values · self-efficacy · perceived employability · affective commitment

1 Introduction

Today, all organizations are faced with the challenge of “triple disruption”, namely Digital disruption, Millennial disruption, and Pandemic disruption. Digital disruption is indicated by technological advances, easy access to information, and globalization, while Millennial disruption is marked by changes in work culture and behavior, and millennial

characters who put forward “work that has meaning”, and Pandemic disruption which causes limited mobility, and health issues become a top priority, even experts believe that COVID-19 will not disappear soon. This triple disruption makes all organizations need to transform, adapt, and adopt new ways in order to leap to the imminent future: Seizing Opportunities in Business, including government organizations, such as the BPS - Statistics Indonesia.

BPS has to face many challenges in this triple disruption era, both as a statistical office and as a government agency. As a statistics office, BPS is faced with challenges regarding the role of statistical data which is increasingly important and has a broad impact, which includes demands for the provision of quality statistical data that is increasingly fast and diverse, more and more alternative data sources, changes in society and technological advances, resulting in demands for the modernization of statistical business processes and the wider and more effective use of statistical data. Meanwhile, as a government agency, BPS is also faced with a number of challenges, such as sharpening Bureaucratic Reform which emphasizes the aspects of collaboration & synergy, demands for changes in a more adaptive and agile work culture, performance oriented to answer priority issues and support national development, to HR management, after equalization. All of them to support the realization of Dynamic governance, towards a world-class bureaucracy [1].

In responding to these challenges and demands, BPS employees are faced with a number of changes, both related to statistical business processes, organizational structure, information technology, as well as those related to HR management, which are further stated in the book *Change Directions for BPS 2021–2024* [2]. Some of the changes most felt by employees include survey that were previously used PAPI (Paper and Pencil Interviewing) to CAPI (Computer Assisted Personal Interviewing), training that was previously face-to-face to online, equalization of structural positions into functional positions, elimination of survey fees for BPS employees, formation of work teams, etc. These changes have various responses among BPS employees, there are those who responded positively, and not a few who responded negatively due to a number of reasons such as the unpreparedness of the system, facilities and infrastructure so that it seemed that the changes were too forced, and also employees felt aggrieved by the existing system, such as reduced employee income. This can affect to the perception of BPS employees towards their organization, such as in terms of perceived organizational support and employee engagement to the organization.

In conditions of change, an employee’s emotional attachment to the organization is needed. Employees who respond negatively or resist change are likely to reduce their emotional attachment to the organization. The heavier burden, coupled with the policy of eliminating survey fees, made employees not too happy to enjoy the rest of the activities in this organization. They do not have a strong sense of belonging to the organization. When talking about employees’ emotional attachment to the organization, it will be related to affective commitment (Fig. 1).

Affective commitment is one of the three dimensions of employee engagement with the organization according to Meyer and Allen (1990) which reflects the emotional bond of employees which is the most important determinant of employee dedication and loyalty where employees with high affective commitment have a strong desire to

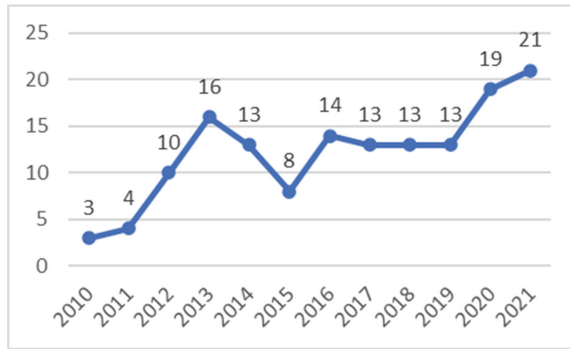


Fig. 1. SEQ Figure * ARABIC 1. Number of BPS employees who resign, 2010–2021

stay in the organization [3]. At BPS, the number of employees who have resigned from BPS has shown an increasing trend in the last twelve years, so there is an indication that employee organizational commitment is also decreasing. Thus, we think affective commitment is important to research in this organization.

Organizational commitment is one of the topics that will always be a concern for both management in an organization and for researchers who specifically focus on human behavior [4]. Many things affect organizational commitment, especially affective commitment, one of them is organizational support. This is concluded from a number of studies, including Tumwesige (2010) who found that there was a positive relationship between perceived organizational support and an increase in affective commitment. In line with that Armeli et al. (1998, 2001), and Rhoades, Eisenberger (2001) found that perceived organizational support increases affective commitment [4, 5].

In this study, we follow the view of Akkermans et al. (2019) and Soares dan Mosquera (2021), who propose that perceptions of employability may be the explanatory mechanism in relating HRM practices with employee outcomes. For example, in the absence of supportive HRM practices, individuals might feel that their employability is at risk. As a result, they may choose to lower their organizational commitment and/or to increase their turnover intentions [6, 7].

Using Self Determination Theory, we try to make a more comprehensive model by reviewing the relationship between HRM practices in terms of perceived organizational support for intrinsic and extrinsic work values to organizational commitment with perceived internal and external employability as a mediating variable.

In addition, in this study, we also add the construct of self-efficacy as an individual approach related to self-concept to complement the organizational approach (perceived organization's values support) as an exogenous construct. This is based on Socio-Cognitive Career Theory (SCCT) by Bandura (1997) where self-efficacy has an important role in setting general goals and specific goals so these personal characteristics will also have an important role in perceived employability [8].

This research contributes in several ways. First, because this research is related to the employability management paradox which states that investments that lead to increased marketability can pull employees out of their current employment relationship, we hoped

that this research can contribute to examining the idea of the employability paradox which is still under debate. Although many authors have recently challenged this notion, such as Rodrigues et al. (2019) and Akkermens et al. (2019) [6, 9], we believe that the possibility that perceived external employability has negatively affect affective commitment, is undeniable, as the results show by Benson (2006), Cuyper and Witte (2011), and Philip-paers et al. (2016) [10–12]. Second, because there are still gaps in the results related to the relationship between self-efficacy and perceived employability, this study contributes to examining this relationship. Employability largely depends on self-efficacy [8, 13]. This is supported by research conducted by Mariana Bargsted (2017) where self-efficacy and locus of control are good predictors in identifying perceived employability [14]. Perceived employability and self-efficacy are related to each other, but with different directions of relationship, employability predicts self-efficacy [15]. In fact, some even mention that their relationship is reciprocal [16]. Third, this study contributes to examining the mediating role of perceived employability on the relationship between perceived organization values support and commitment affective. Existing research so far only looks at the mediating role of this construct in career management practices, HR practices, and perceived organization support with affective commitment, while perceived organization support to intrinsic and extrinsic values is still not investigated. Finally, because we used SDT as a grand theory in our study, this study contributes in terms of examining the effect of intrinsic and extrinsic motivational support on perceived employability and affective commitment, especially in civil servants.

2 Literature Review

2.1 Commitment Affective

Allen and Meyer (1990) conceptualize organizational commitment as a psychological state regarding the employee's relationship with the organization, which has implications for the decision to continue or discontinue membership in the organization. The authors developed a three-component model that has become the most widespread model for analyzing organizational commitment. The first component, affective commitment, is considered the core component of the concept. It reflects a positive emotional attachment to the organization and is considered the "desire" component to remain in the organization. The second component, continuance commitment, relates to the analysis of gains versus costs of working in the organization, and is considered the "need" component to remain. The last component, normative commitment, refers to feelings of obligations to remain in the organization and, therefore, is considered the "obligation" component [7].

In this study, we restrict our research to affective commitment only for several reasons, First, affective commitment is a core component and an important determinant in employee dedication and loyalty because it shows a psychological bond between employees and the organization so that it is the type of commitment most desired by organizations [7, 17]. Second, because the sample used is civil servant (ASN), so for normative and sustainable commitments it becomes less relevant because in general this type of commitment is owned and evenly distributed in all ASN.

2.2 Perceived Organization's Value Support

Based on Self-Determination Theory (SDT) in the context of work, the values that organizations provide to employees can generally be grouped into two, namely intrinsic value and extrinsic value. In this study, we attribute perceived organizational support (POS) to these two values as did Van der Broeck et al. (2010).

Intrinsic motivation describes as an innate inclination to expand one's capacity, to seek the new and the challenging, and to explore and to learn. This type of motivation derives from carrying out the activity for the sake of itself, meaning that the individual feels satisfaction from just by doing the activity itself. In contrast, extrinsic motivation leads the individual to perform to achieve an external result. In other words, the activity itself does not produce any satisfaction, but the result of it does. Therefore, the individual carries it out to reach that desirable outcome [18].

The pursuit of intrinsic values is considered to be inherently rewarding. These values can meet three basic psychological needs that are important for individuals to develop, namely the needs for autonomy, competence, and relatedness [18]. Extrinsic values, on the other hand, concern the external manifestation of values. They prevent individuals from meeting their basic psychological needs, and therefore cause illness and counterproductive behavior [18].

According to Van den Broeck et al. (2014), workers' perceptions of the values promoted by the organization are related to perceived employability (PE) [19]. Workers who feel that the organization promotes intrinsic values feel employable in the internal labor market. This argument is based on the idea that employees reciprocate the investment made by the organization where the support of the intrinsic values provided by the organization, for example by providing more job opportunities for their workers, makes workers experience a supportive climate and high commitment as part of the organization. Employees then see internal career opportunities, and they are willing to pursue careers within the organization as a way to repay the investment the organization makes.

Furthermore, intrinsic values may be related to internal PE because an intrinsically oriented organization gives workers the possibility to switch between jobs within the organization, for example based on their own needs or interests, or based on the assumption that job rotation may be highly stimulating for employees. Perceived intrinsic values support by the organization can further provide workers with opportunities to develop skills, leading to better job opportunities within the organization.

This is also in line with the results of several studies, such as De Vos et al. (2011) found that organizational practices in the form of competency development activities (which are part of intrinsic support) are positively related to perceived employability [20]. The results of Soares and Mosquera's (2021) research also strengthen these results, where organizational support is significantly and positively related to perceptions of internal employability [7]. Thus, the first hypothesis in this study is formulated as follows.

H1a: Intrinsic support has a significant effect on perceived internal employability

The intrinsic support provided by the organization makes employees acquire knowledge and skills that enable them to fulfill their duties more efficiently thereby strengthening Internal PE, but on the other hand, these skills and knowledge also puts them

in a better position to look for work elsewhere, thus increasing perceptions of external employability [7]. Therefore, the authors propose:

H1b: Intrinsic support has a significant effect on perceived external employability

Intrinsic motivation is positively related to positive outcomes, such as work performance and affective organizational commitment [21]. In line with that, the author proposes:

H1c: Intrinsic support has a significant effect on affective commitment

According to Van der Broeck et al. (2014) extrinsic values can encourage a competitive atmosphere, especially in the internal labor market. Employees may feel that there are many competitors for potential job opportunities, and therefore there can only be one winner. This can affect perceived competence ('I can') and employee motivation to seek employment opportunities with current employers ('I want to'), and therefore also affect internal PE. In line with this assumption, previous research in the area of SDT has shown that the pursuit of extrinsic values thwarts feelings of will and competence [22]. Therefore, organizations that emphasize extrinsic values seem to prevent employees' internal PE. Based on this, the authors hypothesize:

H2a: Extrinsic support has a significant effect on perceived internal employability

Employees who feel that the organization attaches great importance to extrinsic values may not feel employable in the internal or external labor market. The reason is that the promotion of extrinsic values thwarts the individual's skills, abilities, and attitudes that are important inputs to PE. In particular, the intentional promotion of extrinsic values by organizations can create a competitive atmosphere which can further encourage contingent self-esteem and feelings of inferiority and inadequacy. Therefore, workers who experience promotion of extrinsic goals may not believe in their own abilities and lack the energy and motivation to look for other job possibilities. In other words, the support of extrinsic values weakens the perceived competence of workers, which is very important for all forms of PE, both internal and external [19]. Therefore, Van den Broeck et al. (2014) in their research assume that the promotion of extrinsic values can be negatively related to perceptions of employability. Based on this, in this study the second hypothesis is formulated as follows.

H2b: Extrinsic support has a significant effect on perceived external employability.

Extrinsic motivation is negatively related to affective commitment [21]. In line with that, Akkermens et al. (2019) also explained that practices that can trigger extrinsic motivation, such as compensation, are more short-term [6]. On the other hand, HR practices that help people develop that trigger a need for competence (more intrinsic motivation), such as training and development, and participation and communication, are more long-term and therefore have to do with commitment. Thus, we propose the following hypothesis:

H2c: Extrinsic support has a significant effect on affective commitment

The construct of employability is conceptually related to self-efficacy in different ways. Self-efficacy relates to an individual's personal attributes that enable him to have

a sense of mastery over different and challenging situations [15]. On the other hand, the perceived employability also takes into account contextual factors. A longitudinal study by Berntson et al. (2008) supports the idea that perceived employability and self-efficacy are distinct, but related.

2.3 Self Efficacy

Self-efficacy is one of the most studied aspects of self-concept. Betz (2004) defines it as appropriate beliefs about the ability to engage successfully in certain behaviors. Self-efficacy is defined as “belief in one’s ability to organize and carry out the actions necessary to produce a given achievement” [8]. Self-efficacy is a central topic in socio-cognitive theories of self-regulation.

Employability constructs are conceptually related to self-efficacy in different ways [15]. Self-efficacy is related to the individual’s personal attributes that enable him to have a sense of mastery over different and challenging situations. On the other hand, perceived employability also takes into account contextual factors [11, 15]. A longitudinal study by Berntson et al. (2008) supports the idea that perceived employability and self-efficacy are distinct, but related [15].

In addition, according to Bandura (1997), employability largely depends on self-efficacy [8]. In other words, self-efficacy leads to employability. This is supported by research conducted by Mariana Bargsted (2017) where self-efficacy and locus of control are good predictors in identifying perceptions of employability [14]. To that end, the authors formulate the following hypothesis.

H3a: Self-efficacy has a significant effect on perceived internal employability

H3b: Self-efficacy has a significant effect on perceived external employability

2.4 Perceived Employability

Employability consists of the words “employment” and “ability” and thus concerns the ability to be employed [23]. Employability concerns the extent to which people possess the skills and other attributes to find and stay in work of the kind they want [24]. Perceived employability is employability at the individual level which refers to an individual’s subjective assessment of his employability, known by several names such as subjective employability or De Cuyper & De Witte (2011) calls it self rated employability [11]. Vanhercke, et.al, (2014) defines perceived employability as an individual’s perception of his or her probability of getting and keeping a job [23].

Rothwell and Arnold (2007) identified the employability component in respondents’ perceptions into two components, namely the internal and external labor market, hereinafter known as perceived internal employability and perceived external employability which will be analyzed as mediating constructs in this study [24].

Workers who perceive more job opportunities in the internal labor market tend to see better job opportunities, which is then associated with affective commitment [11]. This is because the perception of internal employability can create mutual wins for individuals and organizations. Practices that increase internal employability benefit employees because they develop skills, knowledge, and relationships that increase their value in the organization. Organizations, in turn, benefit from new skills and knowledge that

make employees more flexible and productive at work. In addition, because employees appreciate the investment made by the organization, they can become more loyal and committed to the organization [7]. Therefore, we propose:

H4a: Perceived internal employability has a significant effect on affective commitment

The perceived external employability may be an advantage for workers because it reflects increased opportunities to find new jobs, but it risks being a disadvantage for the organization due to the increased possibility of losing valuable employees [7]. This is in line with the employability management paradox: investing in employability is beneficial for the organization because it gives the organization a competitive advantage in terms of human resources. However, it is risky when such investments also feed external employability, as it can pull employees out of the current employment relationship. Although many writers oppose this idea. Some empirical evidence supports a negative relationship between perceived external employability and organizational engagement. De Cuyper (2011), Van der Heijde, et al. (2011) and Nelissen et al. (2016) reported a positive relationship between perceived external employability and turnover intention and Philippaers et al. (2016) found a negative relationship with affective commitment [11, 12, 25, 26]. Therefore, we propose that:

H4b: Perceived external employability has a significant effect on affective commitment

The findings of Akkermans et al. (2019) result in the perception that employability is a mechanism by which employer investment can produce a more committed workforce [6]. When employees perceive HRM investments in HR practices that can increase their employability (such as by providing intrinsic support), this can create mutual wins for employees and the organization through social exchange mechanisms. From the employee side, this practice will help employees develop valuable knowledge and skills, while from the organizational side this practice will be beneficial because employees will appreciate this investment by showing commitment in return. Conversely, when the investment provided by the organization in its employees is less, it causes employees to see better job opportunities elsewhere which then causes them to reduce their commitment to the current organization [11]. In addition, Soares and Mosquera (2021) also found that the perceived internal employability mediates between organizational support and affective commitment [7]. To that end, we hypothesize:

H5a: Perceived internal employability mediates the effect of perceived intrinsic value support on affective commitment

H5b: Perceived internal employability mediates the effect of perceived extrinsic value support on affective commitment

H5c: Perceived external employability mediates the effect of perceived intrinsic value support on affective commitment

H5d: Perceived external employability mediates the effect of perceived extrinsic value support on affective commitment

3 Research Method

3.1 Data Collection

This research will be implemented at BPS in West Sumatra Province, by conducting an online survey of employees who work in the agency. The entire research was carried out from January to February 2022.

The population of this study is all employees of Grade II to IV, both in the work unit of BPS West Sumatra Province, and BPS in 19 Regencies/Cities in West Sumatra, with a total population of 444 employees. By using the Slovin formula (5 percent error rate), the minimum sample size is 210 employees. Using Cluster Random Sampling with the work unit as a cluster and by Probability Proportional to Size (PPS), the sample distribution is obtained as shown in Table 1.

Table 1. Research sample

Work Unit	Grade			Total
	II	III	IV	
West Sumatera Province	1	26	9	36
Kepulauan Mentawai Regency	1	7	1	9
Pesisir Selatan Regency	0	8	1	9
Sijunjung Regency	3	7	0	10
Solok Regency	1	6	1	8
Tanah Datar Regency	0	9	1	10
Padang Pariaman Regency	1	10	1	12
Agam Regency	2	8	1	11
Lima Puluh Kota Regency	1	11	0	12
Pasaman Regency	1	8	1	10
Solok Selatan Regency	1	7	0	8
Dharmasraya Regency	0	8	0	8
Pasaman Barat Regency	0	8	1	9
Padang Municipality	1	12	0	13
Solok Municipality	0	7	1	8
Sawah Lunto Municipality	0	5	0	5
Padang Panjang Municipality	0	6	0	6
Bukittinggi Municipality	0	9	1	10
Payakumbuh Municipality	1	7	1	9
Pariaman Municipality	0	6	1	7
Total	14	175	21	210

3.2 Measures

All scales were taken from standard instruments found to be reliable in previous studies and used a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Affective commitment was measured by Meyer and Allen's (1990) instrument with 8 question items, for example: "I would be very happy to spend the rest of my career with this organization" and "This organization has a great deal of personal meaning for me" [27].

Perceived internal and external employability was measured using instruments from Rothwell & Arnold (2007). For perceived internal employability, it uses four items, such as "Even if there was downsizing in this organization, I am confident that I would be retained.", while perceived external employability consists of seven question items, such as "The skills I have gained in my present job are transferable to other occupations outside this organisation" [24].

Perceived Intrinsic and Extrinsic Value Support was measured using the Van den Broeck et al. (2014) instrument which is based on the Aspirations Index where employees were asked about their perceptions about the extent to which the organization considers three intrinsic work values important (maintaining good social relations, contributing to improving society, and invest in self-development) and three extrinsic values (financial success, self-esteem and respect, and a position to influence others) with each indicator having three question items so that there are nine items to measure Perceived Intrinsic Value Support and nine items as well. For Perceived Extrinsic Value Support [19].

Self-efficacy uses a general measurement of self-efficacy (GSE) developed by Chen, Gully, and Eden (2001) with eight question items, such as: "I will be able to achieve most of the goals that I have set for myself" and "When facing difficult tasks, I am certain that I will accomplish them" [28].

4 Results and Discussion

4.1 Descriptive Analysis

Online questionnaires were distributed to 210 selected samples of BPS employees throughout the Province of West Sumatra, all of which were completely filled out and could be used further in the analysis. Thus, the response rate managed to reach 100 percent. From the sample, the characteristics of the respondents were analyzed based on gender, age, last education level completed, years of service, and BPS entry route.

Based on gender, male and female respondents were almost equal, 49.52 percent and 50.48 percent, respectively. When viewed by age, most of the respondents (60.95 percent) are in the age range of 25 to 40 years, so it can be said that the majority of respondents are Generation Y. For the level of education, more than half (57.14 percent) are D4 graduates. S1. Respondents generally worked at BPS for 11 to 20 years (44.29 percent), followed by those who worked less than 10 years (30.48 percent), and the rest had worked for more than 20 years. In addition, it is also known that as many as 62.38 percent of respondents become part of the BPS civil servants through public acceptance,

Table 2. Proportion of scores of Perceived Employability and affective commitment by type of support and self-efficacy

		Commitment Affective		Perceived Employability Internal		Perceived Employability External	
		Low	High	Low	High	Low	High
Intrinsic Values Support	Low	59,66%	40,35%	66,67%	33,33%	52,63%	47,37%
	High	31,25%	68,75%	41,67%	58,33%	40,63%	59,38%
Extrinsic Values Support	Low	53,85%	46,15%	75,96%	24,04%	57,69%	42,31%
	High	39,62%	60,38%	34,91%	65,09%	36,79%	63,21%
Self Efficacy	Low	57,98%	42,02%	72,27%	27,73%	63,03%	36,97%
	High	31,87%	68,13%	32,97%	67,03%	26,37%	73,63%

or in other words, not from graduates of the STIS AIS/STIS/Polstat STIS (official school of statistics).

In this study, to facilitate the analysis, each construct is classified into 2 (two) categories, namely high and low using an average cut off. In affective commitment, the proportion of high affective commitment scores is almost the same as low.

The proportion of BPS employees in West Sumatra Province in 2022 who have a low Perceived internal employability (PEI) score is greater than employees with a high PEI score. On the other hand, in Perceived external employability (PEE), the proportion of high PEE score is greater than the proportion of low PEE score.

The proportion of BPS employees in West Sumatra Province in 2022 who have a lower intrinsic support score is larger, which is 54.29 percent. Meanwhile, employees with a high score of extrinsic support and low extrinsic support each have almost the same proportion, namely 50.48 percent and 49.52 percent. Finally, for self-efficacy, it can be seen that the proportion of employees who have low self-efficacy scores is greater, namely 56.67 percent.

Intrinsic and extrinsic support scores as well as self-efficacy were then also analyzed against the Perceived Employability score and affective commitment. As shown in Table 2, it can be seen that there is a clear difference between the proportions of high and low affective commitment scores in employees with high and low scores of intrinsic, extrinsic, and low self-efficacy. Employees with scores of intrinsic support, extrinsic support, and high self-efficacy tend to have high scores of affective commitment, whereas employees with low scores of intrinsic support, extrinsic support, and self-efficacy tend to have low scores of affective commitment. Likewise with Perceived internal and external employability, scores of intrinsic and extrinsic values support and high self-efficacy are greater, followed by a larger proportion of high PEI and PEE scores. This indicates that employees with high scores of intrinsic support, extrinsic support, and self-efficacy tend to have high PEI and PEE scores and vice versa.

4.2 Model Evaluation

Hypothesis testing in this study was carried out using Partial Least Square (PLS) which is one of the methods of solving Structural Equation Modeling (SEM). The systematic

procedure for conducting PLS-SEM analysis according to Hair et al. (2016) includes the specification of measurement models (outer models) and structural models (inner models) [19].

4.3 Measurement Models Evaluation

All constructs have Cronbach's Alpha greater than 0.6 and Composite Reliability greater than 0.7. This shows that the internal consistency reliability criteria have been met. Evaluation of the convergent validity of the reflective construct was carried out by looking at the size of the standardized outer loading and the average variance extracted (AVE). The average variance extracted shows how much the variance of an indicator can be explained by its construct. In Table 3, it can also be seen that all reflective constructs, except Perceived Intrinsic Values Support and Affective Commitment, have an AVE > 0.5 meaning that all reflective constructs have been able to explain more than 50 percent of the variance in the reflective indicators.

Next, an examination of the value of the outer loading of the reflective indicator is carried out. Indicators with outer loading < 0.4 are removed, namely the second and fourth indicators of the affective commitment construct (AC2 and AC4). Then the evaluation of the reflective measurement model is carried out again using the remaining indicators. It was found that the AVE of affective commitment increased from 0.433 to 0.569.

In each of the reflective constructs, it was found that all indicators had a higher outer loading value than the cross-loading value, except for the first and second extrinsic support indicators. This indicates that the discriminant validity of all reflective constructs in the model has been met. However, it is still doubtful for the first and second extrinsic support indicators. For that, we will look again for other discriminant validity criteria to decide whether this indicator can be maintained or not.

Table 3. Internal consistency reliability and convergent validity criteria

Construct	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Average Variance Extracted (AVE)
(1)	(2)	(3)	(4)
Perceived Intrinsic Values Support	0.856	0.886	0.469
Perceived Extrinsic Values Support	0.887	0.908	0.526
Self Efficacy	0.894	0.915	0.576
Perceived internal employability	0.798	0.869	0.623
Perceived <i>Employability</i> Eksternal	0.904	0.924	0.637
Commitment Affective	0.773	0.837	0.433

Based on the Fornell-Larcker criteria, to evaluate the discriminant validity, \sqrt{AVE} of a construct must be greater than its highest correlation with other constructs. \sqrt{AVE} value is indicated by cells located in the diagonal part of the table, while other cells indicate the correlation value of a construct with other constructs. It can be seen that the \sqrt{AVE} the value of all constructs is greater than the correlation of the construct with other constructs. This indicates that all reflective constructs in the model share more variance with their indicators than with other constructs, meaning that they have discriminant validity. Based on the results of the evaluation of the reflective measurement model, it can be seen that all reflective constructs are reliable and valid so that they can be used further in the path model.

4.4 Structural Models Evaluation

Examination of path coefficient significance was carried out based on the results of bootstrapping. The 5 percent significance level, the constructs of perceived internal employability and perceived intrinsic values support were found to have a significant positive effect on affective commitment (H1c and H2c are supported).

On the other hand, the constructs of perceived external employability and perceived extrinsic values support were found to have a significant negative effect on affective commitment (H4a and H4b were supported).

Other findings indicate that the construct of perceived Extrinsic Value support has a significant positive effect on perceived Employability, both Internal and External (H2a and H2b were supported). Meanwhile, perceived Intrinsic Values support only has a significant effect on perceived external employability and this relationship is a negative relationship (H1b accepted, H1a rejected).

Finally, the direct effect that was tested was the construct of self-efficacy on perceived employability. It was found that self-efficacy had a significant effect on perceived employability, both internally and externally (hypotheses 3a and 3b were supported) (Table 4).

After evaluating the structural model using the path coefficient significance criteria, the evaluation was also carried out using the criteria for the value of R^2_{adj} and the effect size of f^2 . Based on the value of R^2_{adj} , it is known that the perceived intrinsic and extrinsic support constructs are able to explain 46.1 percent of the variance of the perceived internal employability construct, and only 32.5 percent are able to explain the variance

Table 4. R^2_{adj} Value Structural Models

Endogen Construct	R^2_{adj}	Q^2
(1)	(2)	(3)
Perceived internal employability	0.461	0.281
Perceived external employability	0.325	0.202
Commitment Affective	0.367	0.203

of the perceived external employability construct (Table 6). Meanwhile, perceived organizational support (intrinsic and extrinsic) and perceived of employability (internal and external) were able to explain 36.7 percent of the variance of the affective commitment construct. In relation to the structural equation model of perceived employability, it can be interpreted that the predictive ability of the construct of perceived organizational support for intrinsic and extrinsic values on perceived employability (both internal and external) is weak. Likewise, the predictive ability of perceived employability (internal and external) and perceived organizational support (intrinsic and extrinsic), for affective commitment is weak (Table 5).

Based on the value of the effect size f^2 in Table 7, it was found that the construct of Intrinsic Values Support had no effect on Perceived internal employability, while the construct of Extrinsic Values Support had a moderate effect on Perceived internal employability. Furthermore, if we look at the effect of exogenous constructs on the Perceived external employability construct, the intrinsic and extrinsic values support constructs have little effect. Meanwhile, the self-efficacy construct has a moderate influence on the endogenous construct, namely Perceived Employability, both internally and externally. In short, it can be said that all exogenous constructs, namely intrinsic values support, extrinsic values support, and self-efficacy support have a substantive or real influence on Perceived external employability. Meanwhile, in the endogenous construct of Perceived internal employability, only exogenous constructs of extrinsic values support and self-efficacy have an effect, while intrinsic support only has a very small effect so that it can be said that the deletion of this construct does not have a substantive or real impact on the structural model of the endogenous construct of Perceived internal employability.

In the endogenous construct of affective commitment, the construct of Intrinsic Value Support has the largest effect size f^2 compared to other constructs (Table 7). This indicates that the deletion of the Perceived Intrinsic Support construct has a large substantive

Table 5. f^2 Value Structural Models

Construct	Effect Size f^2		
	Perceived internal employability	Perceived external employability	Commitment Affective
(1)	(2)	(3)	(4)
Perceived Intrinsic Values Support	0.003	0.022	0.296
Perceived Extrinsic Values Support	0.188	0.033	0.059
Self Efficacy	0.286	0.345	–
Perceived internal employability	–	–	0.169
Perceived external employability	–	–	0.111

impact on the structural model of the endogenous construct of affective commitment. The other constructs with moderate influence category are perceived internal employability with medium category. Meanwhile, the construct effect of Perceived Extrinsic Values Support and Perceived external employability on affective commitment still exists, but with a small effect.

Evaluation of the structural model using the criteria and effect size Q^2 can be done to determine the strength of the predictive relevance of the model to endogenous constructs. The value of Q^2 is 0.281 for the Perceived internal employability construct, while the Perceived external employability construct is the value of Q^2 is 0.202, and the affective commitment construct has a Q^2 value of 0.203 (Table 6). This value indicates that the structural model formed has predictive relevance so that it can be used to predict the value of the endogenous construct indicators of Perceived internal employability, Perceived external employability, and Affective Commitment.

4.5 Construct Mediation Effect

At the 5 percent significance level, there is a significant positive indirect effect between the constructs of Perceived Extrinsic Values Support on Affective Commitment. However, it was found that the direction of this indirect effect was different from the direction of the direct influence on the negative. Meanwhile, other constructs, namely intrinsic support and self-efficacy, were found to have no significant indirect effect (Table 8).

To answer the research hypothesis, it is necessary to look at the specific indirect effects as shown in Table 7. It is known that of the four hypotheses related to this mediating relationship, only one is not significant, namely H5a (H5a is not supported, while H5b, H5c, and H5d are supported).

Discussion

We hypothesize that intrinsic support has a significant effect on perceived internal employability (H1a), because organizations that provide intrinsic support will invest more in developing the knowledge, abilities, and skills of their employees so that employees are motivated to develop their competencies, and in the end the employees feel can be employed in the internal labor market leading to increased perceived internal employability. However, our analysis showed that there was no significant effect between these

Table 6. Indirect Effect Structural Models

Konstruk	Indirect Effect	T statistic	p-value	Description
(1)	(2)	(3)	(4)	(5)
Perceived Intrinsic Values Support - > Commitment Affective	0.033	1.134	0.257	Not significant
Perceived Extrinsic Values Support - > Commitment Affective	0.150	3.416	0.001	Significant
Self Efficacy - > Commitment Affective	0.032	0.719	0.472	Not Significant

Table 7. Indirect Effect (specific) Structural Models

Construct	<i>Indirect Effect</i>	t-statistic	p-value	Noted
(1)	(2)	(3)	(4)	(5)
Perceived Intrinsic Values Support - > PE Internal - > Commitment Affective	-0,029	0,953	0,341	Not Significant
Perceived Intrinsic Values Support - > PE External - > Commitment Affective	0,062	1,973	0,049	Significant
Perceived Extrinsic Values Support - > PE Internal - > Commitment Affective	0,226	4,867	0	Significant
Perceived Extrinsic Values Support - > PE External - > Commitment Affective	-0,077	2,307	0,021	Significant

two constructs so that H1a failed to be accepted and was not in line with the results of Van den Broeck et al. (2014) which states that the intrinsic value support is positively related to the perceived internal employability. This result also contradicts the Self Determination Theory which states that intrinsic motivation will be closer to the fulfillment of three basic psychological needs, namely autonomy, relatedness, and competence so that it will lead to positive results.

A possible explanation for this difference in results is the sample came from Indonesia, its unique culture (such as high power distance and collectivism) may instill different value judgments regarding career goals [18]. Several studies, such as Colakoglu & Caligiuri (2012) found that individuals from high power distance countries tend to prefer managerial jobs and place more importance on money, prestige, and promotion opportunities. Furthermore, Brown (2002) shows that individuals who value collectivism are more likely to choose jobs that fulfill family obligations over their own interests. Thus, different cultures may have different concerns about money issues, status, approval, and the meaning of success [29].

In addition, if we relate the phenomena that exist within the BPS organization itself, this may occur because BPS employees throughout the Province of West Sumatra perceive that the intrinsic support provided by their organization will be followed by additional tasks and jobs, because it is related to the duties of BPS as the person in charge of the basic statistics data, BPS conducts officer training before going into the field to collect survey and census data. In other words, the intrinsic support provided by BPS is more in training for the census and surveys, the number of which is increasing from year to year [30]. In addition, based on the 2015–2019 Strategic Plan Historical Study which is input from the Provincial BPS, shows that the shortage of human resources and a high workload are weaknesses that can have a systemic impact (52.17 percent). In other words, the intrinsic support promoted by the organization in the form of training is captured by employees as additional tasks, so we argue that this perceived intrinsic values support has no significant effect on perceived internal employability.

In this study, Perceived Intrinsic Values Support was found to have a significant effect on Perceived External Employability (H1b is accepted) and this relationship is a

negative relationship. This means that the lower the intrinsic support, the higher the perceived external employability, and vice versa. The more the organization should promote intrinsic value, the more the organization will stimulate employees to develop their competencies, and on the other hand, employees will also feel benefited by increasing their abilities that can be used not only within the organization, but also outside the organization. The results of this study suggest otherwise, the more an organization emphasizes intrinsic values, the more it makes employees feel unemployable in the external labor market.

We argue that this is because it is possible that external marketing and employee employment opportunities are improved through training, but not all employees do not see it that way [6]. In this case, the employee does not see the opportunity due to the high workload as previously mentioned. This higher workload can reduce the opportunities for employees to place them in more employable positions in the external labor market because they do not have time to identify these opportunities, thereby reducing external employability.

Perceived intrinsic values support was found to have a significant effect on affective commitment (H1c is accepted). The results of this study indicate the direction of a positive relationship which indicates that the higher the perceived intrinsic values support, the higher the score of affective commitment. This means that if the organization provides support for intrinsic work values by emphasizing personal growth, improving society, maintaining good social relationships, employees will be rewarded and rewarded with greater affective commitment. This is in accordance with the Self-determination theory that HR practices that help people to grow and develop will trigger the need for competence so that more intrinsic motivation and more long-term nature [6]. These results are also in line with other studies, such as the analysis of Kuvaas et al. (2017) which revealed that intrinsic motivation has a positive relationship with affective commitment [21].

Other findings from this study indicate that the construct of Perceived Extrinsic Values Support has a significant positive effect on Perceived Internal Employability (H2a is supported). This indicates that the higher the perceived extrinsic support score, the higher the perceived internal employability score. Thus, it can be interpreted that if the organization provides support for extrinsic work values, such as by focusing more on financial success, power, and reputation, it can strengthen employees' perceptions that they have the abilities and competencies needed by their organization, thereby increasing perceived internal employability. Extrinsic support has a significant effect on Perceived Internal Employability which was also found in previous research by Van den Broeck et al. (2014) which states that extrinsic value support is related to internal PE [19].

The results of the analysis also show that the construct of perceived extrinsic values support has a significant effect on perceived external employability in a positive direction (H2b is accepted), which means that the higher the perceived extrinsic values support score, the higher the perceived external employability score obtained. Thus, the more organizations provide support for extrinsic work values, the more employees will feel more employable within the organization but also outside the organization.

This is also different from the results of research by Van den Broeck et al. (2014) which states that there is no significant relationship between extrinsic values support

and perceived external employability [19], whereas in this study it has a significant relationship. The difference in the results of this analysis with previous studies may once again be due to differences in the research sample where Indonesia is a developing economy where extrinsic benefits take precedence over Western countries, where people have a better standard of living and are less responsive to monetary rewards [31].

In addition, the sample of this study is also civil servants (in Indonesia, called ASN) who already have job security and is also associated with the initial reason for wanting to become an ASN is extrinsic motivation such as to get a fixed salary and benefits, and get pension insurance. This is in line with the results of the Kemenpan RB survey regarding the initial reason for joining the ASN which stated that 51 percent wanted to get welfare through attractive salaries and benefits and there was a pension guarantee [32].

Perceived extrinsic values support was found to have a significant effect on affective commitment (H2c is accepted). The direct relationship found here has a negative path coefficient, so the higher the perceived organizational support score for the extrinsic value, the lower the affective commitment score. When associated with Self-determination theory as the grand theory used, this result is also consistent with the theory which states that extrinsic motivation fails to fulfill three basic needs of people, namely autonomy, relatedness, and competence. Failure to meet these three basic psychological needs will lead to negative work outcomes, including affective commitment. Organizations that place more emphasis on extrinsic support, implies indirectly to their employees that the existing work is not sufficient to provide satisfaction to employees, but there are results or rewards that employees want to get. This can trigger an atmosphere of unhealthy competition. For example, organizations that emphasize the existence of punishments or consequences that must be accepted by employees if the progress of an activity does not go according to the target, makes employees compete to just “green” the progress which sometimes often ignores the quality of the results. Employees will also experience less satisfaction and engagement, are more prone to burnout and more likely to change jobs [22] and thus lead to low affective commitment. These results are in line with the results of research by Kuvaas et al. (2017) which revealed that extrinsic motivation is negatively related to affective commitment [21].

Previously, we found a research gap in investigating the relationship between self-efficacy and perceived employability. There is an idea that employability causes self-efficacy, such as Berntson, Näswall, & Sverke (2008) [15]. On the other hand, there are also those who argue that self-efficacy leads to employability, such as Bandura (1997) and Mariana Bargsted (2017) [8, 14]. Some even state that the relationship between the two is reciprocal [16]. For this, we hypothesize that self-efficacy influences perceived employability, both internally and externally, and the results of this study support this hypothesis (H3a and H3b are supported). Thus, in line with Socio-Cognitive Career Theory (SCCT) by Bandura (1997) where self-efficacy has an important role in setting general goals and specific goals where employees who have high self-efficacy, have a more confident attitude, have more careers choices that he can explore so that he will be more persistent in the social field of employability [33].

The results of the analysis show that there is a significant effect of perceived internal employability on affective commitment (H4a is accepted) with a negative direction of influence. Thus, it can be interpreted that practices that increase internal employability

benefit employees because they develop skills, knowledge, and relationships that increase their value in the organization. Based on the perspective of social exchange, the benefits obtained by these employees will be rewarded by employees who are more loyal and committed to the organization [7]. The results of this study are supported by previous studies such as Nele De Cuype and Hans De Witte (2011) and Soares & Mosquera (2021) which state that perceived internal employability is positively related to affective organizational commitment.

The results of the analysis also show that there is a significant effect of perceived external employability on affective commitment (H4b is supported). However, the relationship found here has a negative direction. This means that the results of this study support the employability management paradox, meaning that the investment provided by the organization will only have a positive effect on affective commitment, if the investment provided strengthens internal employability, but it will be risky when the investment strengthens external employability because it reduces affective commitment. This right is also in line with the results of other studies such as Nele De Cuype and Hans De Witte (2011) which state that the perceived external employability is negatively related to affective organizational commitment [11]. Likewise, Philippaers et al. (2016) found a negative relationship between perceived external employability and affective commitment [12].

Regarding the mediating role of perceived internal employability, the results of this study found that only the perceived extrinsic value support caused a significant mediating effect on affective commitment (H5b was accepted while H5a was rejected). The mechanism behind this is based on the theory of Conservation of Resources (COR), the perception of internal employability can be considered as a resource that individuals are trying to maintain and develop. This valuable resource is triggered by certain conditions (such as organizational support that is considered important by the individual based on the results of this study demonstrated by extrinsic support) and produces individual results [7]. If the trigger condition is positive, the individual's outcome will also be positive, such as higher affective commitment.

For the mediating effect, perceived external employability was found to have a significant mediating effect on both the influence of perceived intrinsic value support on affective commitment, and extrinsic support for affective commitment (H5c and H5d are accepted). The mechanism that can explain this an employee will feel very employable externally after receiving intrinsic and extrinsic support [6]. That is, after the organization provides support for employee growth or by providing support for feedback/rewards or incentives, employees feel more employable anywhere, both within the organization and outside the organization and consequently will have an impact on affective commitment.

This study has several limitations. First, our model affirm that it is only able to explain about 36.7% of affective commitment. That is, there is still a 63.3 percent possibility of other constructs that may be able to predict affective commitment. Thus, we acknowledge that there may be other meaningful mediators influencing affective commitment besides PE Internal and External. Thus, we hope that future research in this area will deepen our understanding of the organization's value support in enhancing affective commitment.

Second, our survey data were collected from only one government organization so there are concerns about the generalizability of our findings. Therefore, similar studies can be carried out in different contexts to test the findings of this study.

5 Conclusion

Based on the results of data analysis and discussion, the following conclusions can be drawn:

First, From the four constructs that are hypothesized to have a direct effect on affective commitment, namely the perceived intrinsic values support, the perceived of extrinsic values support, the perceived internal employability, and the perceived external employability, all of them have a significant influence on the affective commitment of BPS employees throughout West Sumatra Province. The constructs that have a positive effect are perceived intrinsic values support and perceived internal employability, while the constructs of perceived extrinsic values support and perceived external employability have a negative influence on the affective commitment of BPS employees throughout West Sumatra Province.

Second, construct that has a significant effect on the perceived internal employability of BPS employees throughout West Sumatra Province is the perceived extrinsic support and self-efficacy with a positive direction of influence. Meanwhile, the perceived external employability is influenced by the perceived extrinsic values support and self-efficacy with a positive influence and the perceived intrinsic support with a negative influence.

Third, on the mediating effect, it was found that the perceived internal employability in BPS employees throughout the Province of West Sumatra only mediates the effect of perceived extrinsic values support to affective commitment. Meanwhile, perceived external employability was found to mediate the effect of perceived intrinsic and extrinsic support on affective commitment.

Fourth, if it is related to one of the grand theories used, namely Self Determination Theory (SDT), the results of this study only partially support this theory, namely in terms of the positive influence of intrinsic support and the negative effect of extrinsic commitment on affective commitment. SDT states that intrinsic goals are more closely related to the satisfaction of basic psychological needs, namely competence, relatedness, and autonomy. Satisfaction of these three basic psychological needs will lead to positive outcomes such as employees who are more committed to their organization. On the other hand, extrinsic goals thwart the satisfaction of the three basic psychological needs and thus lead to negative outcomes such as decreased affective commitment.

However, in terms of perceived internal and external employability, the results of this study do not provide support for SDT. Preferably, intrinsic support will further strengthen the perceived internal and external employability because it stimulates the development of employee competencies. On the other hand, our results found that extrinsic support had a positive effect on both types of employability. The possible reasons are because the research sample is in developing countries where extrinsic benefits are prioritized over in Western countries [31] and also the research sample is civil servants who are more extrinsically motivated so that he will feel more able to hired, both within his organization, and outside his organization, when he has received extrinsic support such as financial success, power, and reputation from their organization.

Fifth, in terms of investigating the idea of employability management paradox, the results of this study contribute as one that supports this idea where investing in employee employability on the one hand is dependent because it can strengthen the internal employability of its employees so as to provide a competitive advantage for the organization, but on the other hand its risk in terms of losing employees because it also strengthens external employability. In this study it is proven that the perceived internal employability has a positive effect on affective commitment, while the perceived external employability has a negative effect on affective commitment.

Sixth, regarding the research gap in terms of the relationship between self-efficacy and perceived employability (whether self-efficacy affects perceived employability, or perceived employability that affect self-efficacy, or this relationship is a reciprocal relationship), the results of this study support that self-efficacy affects perceived employability.

For research sample organizations, we suggest that in order to increase the affective commitment of their employees, this organization needs to invest in increasing the internal employability of its employees considering the positive relationship between perceived internal employability and affective commitment and the proportion of employees with low perceived internal employability is greater than high, at 55 percent versus 45 percent. To be able to increase the perceived internal employability, based on research results, the support that needs to be promoted or emphasized more by the organization is extrinsic support.

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