

Employment Commitment, Self-Perceived Employability, and Career Adaptability as Predictors of Career Sustainability (PPPK Employees In Pariaman City)

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ARTICLE INFO

Keywords: Employment Commitment, Career Sustainability, Self-Perceived employability, Career Adaptability

Received : 12, February

Revised : 09, March

Accepted: 28, April

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ABSTRACT

Career sustainability is an important issue for contract-based employees due to job insecurity and limited long-term career prospects. This study aims to examine the effect of employment commitment on career sustainability with self-perceived employability and career adaptability as mediating variables in the research model. A quantitative causal design was applied to 248 Government Employees with Work Agreements (PPPK) in Pariaman City and analyzed using SEM-PLS. The results show that employment commitment has a positive and significant effect on career sustainability, while self-perceived employability mediates the relationship. However, career adaptability does not show a significant effect and does not function as a mediator. These findings imply the importance of strengthening employment commitment and employability to support sustainable career development.

INTRODUCTION

Rapid changes in the world of work driven by globalization and digital transformation have increased career uncertainty. Employees are required to continuously adapt to remain relevant, making career sustainability an increasingly important issue. In the Indonesian public sector, Law Number 20 of 2023 concerning the State Civil Apparatus has strengthened bureaucratic reform, including the implementation of Government Employees with Work Agreements (PPPK) as a policy to manage non-permanent employees (UU ASN, 2023). However, the contract-based nature of PPPK employment raises concerns regarding long-term career sustainability, making this issue both relevant and necessary to examine.

The selection of PPPK employees in Pariaman City as the research object is based on several considerations. Unlike permanent civil servants (PNS), PPPK employees work under a contract system influenced by performance evaluations and regional budget policies (KemenPANRB, 2023). In addition, PPPK employees play a crucial role in supporting public services across various government institutions. This study involves 248 PPPK employees across 18 Regional Apparatus Organizations (OPD) in Pariaman City (BKPSDM Kota Pariaman, 2025), indicating their significant contribution to local government operations. These characteristics make PPPK employees a relevant context for examining career sustainability under structural limitations.

From a theoretical perspective, career sustainability is influenced by several internal factors. Employment commitment reflects the degree to which individuals are attached to their work and willing to maintain their employment (Salminen et al., 2022). Self-perceived employability refers to individuals' perceptions of their ability to obtain and retain employment (Rothwell & Arnold, 2021), while career adaptability represents the capacity to cope with career-related changes and challenges (Savickas & Porfeli, 2021). These factors are interconnected, where strong employment commitment may enhance employability perceptions and adaptability, ultimately supporting career sustainability (Muller et al., 2023).

Despite growing interest in career sustainability, empirical evidence in the context of contract-based public sector employment remains limited. Previous studies have emphasized the role of psychological factors in career sustainability (Muller et al., 2023), while others have focused on structural challenges faced by PPPK employees, such as contract uncertainty and budget constraints (Alimin et al., 2025). Similarly, Samsara (2023) highlighted limitations in competency development but did not explicitly examine psychological variables. Moreover, studies incorporating mediating variables in this context are still scarce, particularly at the regional level. This gap indicates the need for more comprehensive and context-specific research.

Therefore, this study aims to examine the effect of employment commitment on career sustainability among PPPK employees in Pariaman City, with self-perceived employability and career adaptability as mediating variables. This study contributes to the literature by providing empirical evidence on the role of psychological factors in supporting career sustainability within contract-

based public sector employment and offers practical implications for improving PPPK management strategies.

THEORETICAL REVIEW

Career Construction Theory (CCT)

Career Construction Theory (CCT), proposed by Savickas (2005), conceptualizes career development as an active and dynamic process in which individuals construct and manage their careers across the lifespan. Rather than following a static or linear path, individuals continuously adapt to changing work roles and environmental conditions (Savickas et al., 2009).

A central concept in CCT is career adaptability, defined as individuals' psychosocial readiness to cope with career-related tasks, transitions, and unexpected changes (Savickas & Porfeli, 2012). Career adaptability consists of four key dimensions: concern, control, curiosity, and confidence, which function as critical personal resources in navigating career challenges and sustaining career development.

Empirical studies have shown that career adaptability is positively associated with self-perceived employability and individuals' ability to manage career transitions (Rudolph et al., 2021). Moreover, individuals with higher adaptability tend to demonstrate stronger employment commitment, as they feel more capable of handling job demands and shaping their career paths (Haenggli & Hirschi, 2020). Based on this perspective, CCT serves as the grand theory in this study, explaining how employment commitment, self-perceived employability, and career adaptability interact in the process of constructing and managing sustainable careers.

Sustainable Career Theory

Sustainable Career Theory, developed by De Vos et al. (2015), views careers as a dynamic and long-term process shaped by the ongoing interaction between individuals and their environment. Career sustainability is not solely determined by short-term success, but by an individual's ability to maintain a balance between health, happiness, and productivity over time (De Vos & Van der Heijden, 2020).

This theory highlights three key dimensions: person, context, and time. The person dimension emphasizes individuals as proactive agents who utilize psychological resources and adaptive behaviors. The context dimension refers to the influence of organizational and labor market conditions, while the time dimension underscores the importance of long-term career development and transitions.

Within this framework, employment commitment plays a crucial role in encouraging individuals to remain engaged, adapt to changes, and invest in their career development. In addition, self-perceived employability acts as an essential resource that enables individuals to cope with uncertainty and maintain career continuity. Previous studies have confirmed that employability and commitment are significant predictors of career sustainability (Akkermans & Kubasch, 2017; Forrier et al., 2018). Therefore, Sustainable Career Theory is used in this study as a supporting theory to explain career sustainability as a long-term outcome

influenced by employment commitment, self-perceived employability, and career adaptability.

The Effect of Employment Commitment on Career Sustainability

The term employment commitment describes the emotional investment that people have in their jobs as a significant and useful part of their lives (Creed et al., 2009). When people are very committed to their job, they see it as an extension of who they are, which motivates them to give their all every day, learn new skills, and keep their performance steady. De Vos and Van van Heijden (2020) describe career sustainability as the capacity to retain positive attitudes, productivity, and job satisfaction over time, while also fostering skill renewal, flexibility to workplace changes, and sustained work performance.

According to Savickas et al. (2009), adaptive preparedness, also known as adaptivity, is the bedrock of adaptive professional behaviors under professional Construction Theory. Strong job commitment is associated with an increase in career management and role sustainability, according to empirical research (De Vos et al., 2017; Zhao et al., 2022).

H1: PPPK workers' career sustainability is positively impacted by their level of employment commitment.

The Effect of Employment Commitment on Self-Perceived Employability

Self-perceived employability refers to personal beliefs about one's future employability, both in terms of finding a job and keeping one (Botha et al., 2021). A person's mental attitude toward work and their commitment to personal growth, in addition to their technical competence and years of experience on the job, impacts this view. An individual's self-perceived employability is a valuable psychological resource that helps them confidently manage their careers in unpredictable and ever-changing work situations.

Savickas et al. (2009) state that adaptive behaviors and career resource utilization cannot occur without adaptive preparedness, also known as adaptivity. This is in accordance with Career Construction Theory. Individuals' psychological preparedness to actively participate in their job responsibilities and advancement opportunities is reflected in their level of employment commitment, which may be seen as a type of adaptability. People who care more about their jobs are more invested in their careers and work harder to acquire new abilities and keep those they already have up-to-date. These actions improve one's preparedness to react to job opportunities and one's perception of one's own employability.

H2: Employment commitment has a positive effect on self-perceived employability among PPPK employees.

The Effect of Employment Commitment on Career Adaptability

According to Savickas and Porfeli (2012), professional adaptability is a psychological resource that shows how prepared people are to deal with changes in their careers, new responsibilities, and unexpected obstacles. As a whole, its four components care, control, curiosity, and confidence describe people's capacities to steer and sustain their careers.

Individuals are able to actively build their professions via continuous adaptation, according to professional Construction Theory, which emphasizes the importance of professional adaptability (Savickas et al., 2009). These aspects of flexibility are bolstered by employment commitment, which is a psychological tie to one's job. High levels of adaptive professional behavior have been linked to psychological resources and favorable attitudes towards work, according to previous research (Monteiro et al., 2020; Haenggli and Hirschi, 2020).

H3: Employment commitment has a positive effect on career adaptability among PPPK employees.

The Effect of Self-Perceived Employability on Career Sustainability

How well people think they can get a job, keep it, and advance in their career is a reflection of their self-perceived employability. According to Career Construction Theory, it is the result of individuals successfully integrating their own resources, their work experiences, and the needs of their environment into their career adaptation processes (Savickas et al., 2009).

One of the most important factors in ensuring that people may have fulfilling jobs that contribute to their health and well-being is their employability, according to Sustainable Career Theory (De Vos and Van der Heijden, 2020). People who believe in their own employability are more likely to take the initiative to learn new skills, adjust well to changes in their jobs, and remain happy and productive in their work even after a long period has passed (Zhou et al., 2022; Cahyani et al., 2024).

H4: Self-perceived employability has a positive effect on career sustainability among PPPK employees.

The Effect of Career Adaptability on Career Sustainability

The capacity to adjust one's professional path in response to changes in one's employment, new challenges, and other workplace uncertainties is a psychological resource. A fundamental mechanism in Career Construction Theory, it allows people to build and maintain their professions by being concerned, controlling, curious, and confident (Savickas and Porfeli, 2012).

To be able to keep one's health, happiness, and productivity in the workplace over the long haul, one must be able to adapt to new situations and circumstances, according to Sustainable Career Theory (De Vos & Van van Heijden, 2020). Rudolph et al. (2021) and Zhao et al. (2022) cite empirical research that shows a favorable correlation between career flexibility and long-term career results.

H5: Career adaptability has a positive effect on career sustainability among PPPK employees.

Self-Perceived Employability Mediates the Effect of Employment Commitment on Career Sustainability.

The degree to which an individual is emotionally and mentally invested in their job is indicative of how seriously they take their job as a career objective. By acting as a go-between, self-perceived employability transforms employees' dedication to their jobs into their faith in their potential to advance in their chosen

fields. According to De Vos and Van van Heijden (2020) and Zhou et al. (2022), people who are highly committed to their careers are more likely to continually study and improve their skills, which makes them seem more employable and encourages them to act in ways that are adaptable to their careers.

H6: Self-perceived employability mediates the effect of employment commitment on career sustainability among PPPK employees.

Career Adaptability mediates the effect of Employment Commitment on Career Sustainability.

Employees who are committed to their jobs are more likely to stay enthusiastic about their work and focus on the big picture when it comes to their careers. Career adaptability acts as a mechanism through which employment commitment may influence sustainable career outcomes. Adaptive individuals are more capable of managing change, updating competencies, while keeping output steady (Rudolph et al., 2021; Zhao et al., 2022).

H7: Career adaptability mediates the effect of employment commitment on career sustainability among PPPK employees.

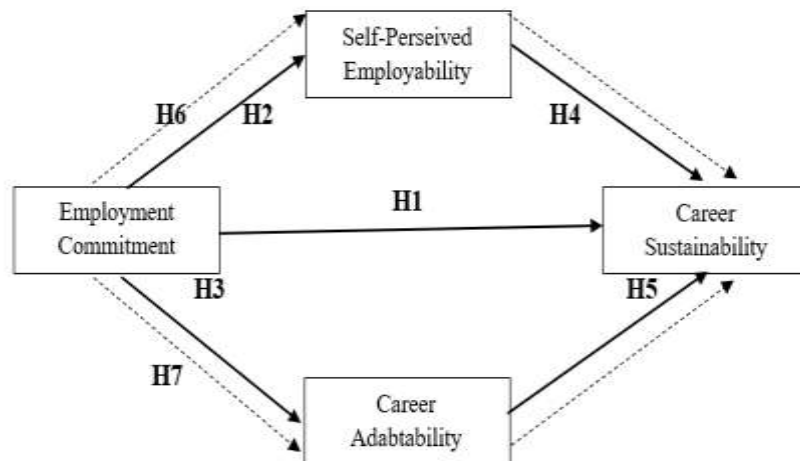


Figure 1. Conceptual Framework

METHODOLOGY

This study employed a quantitative approach with a causal research design to examine the effect of employment commitment on career sustainability, with self-perceived employability and career adaptability as mediating variables. The population consisted of 248 active Government Employees with Work Agreements (PPPK) in Pariaman City, and a census sampling technique was applied, in which all population members were included as respondents.

Data were collected from February 2026 using a structured questionnaire with a five-point Likert scale. Primary data were obtained directly from respondents, while secondary data were sourced from official documents provided by the Regional Civil Service and Human Resource Development Agency (BKPSDM) of Pariaman City.

Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach through SmartPLS software. The analysis included evaluation of the measurement model (validity and reliability)

and the structural model (path coefficients and R-squared values). Hypothesis testing was performed using a 95% confidence level ($\alpha = 0.05$) with a T-statistic threshold of 1.96.

RESULTS

Respondent Characteristics

Table 1 Responden Characteristics

Criteria	Characteristics	Frequency (Persons)	Percentage (%)
Gender	Male	141	56,9%
	Female	107	43,1%
Age	< 25 Years	4	1,6%
	25–30 Years	56	22,6%
	31–35 Years	71	28,6%
	36–40 Years	55	22,2%
	41–45 Years	32	12,9%
	> 45 Years	30	12,9%
	Education	High School (SMA/SMK)	106
Diploma (D3/D4)		16	6,5%
Bachelor's Degree (S1)		125	50,4%
Master's Degree (S2)		1	0,4%
Work Tenure	1 Year	214	86,3%
	2–3 Years	6	2,4%
	4–5 Years	28	11,3%
Distribution by OPD	BAPPEDA	3	1,2%
	BKPSDM	5	2,0%
	BPBD	40	16,1%
	BPKPD	11	4,4%
	DISKOPERINDAG	12	4,8%
	Tourism Office	9	3,6%
	Transportation Office	37	14,9%
	Library Office	2	0,8%
	Agriculture Office	18	7,3%
	Public Works and Spatial Planning Office (PUPR)	24	9,7%
	Social Affairs Office	7	2,8%
	Investment and One-Stop Service Office (DPMPTSP)	9	3,6%
	Civil Registry Office (DUKCAPIL)	6	2,4%
	Pariaman Tengah District	33	13,3%
	Pariaman Utara District	3	1,2%
	Pariaman Timur District	3	1,2%

KOMINFO	13	5,2%
Housing and Environmental Office	13	5,2%

Source: Processed Data (2026)

Based on Table 1, the majority of respondents are male, accounting for 141 individuals (56.9%), while female respondents total 107 individuals (43.1%). In terms of age distribution, most respondents are in the range of 31–35 years, with 71 individuals (28.6%), followed by those aged 25–30 years (22.6%) and 36–40 years (22.2%). Only a small proportion of respondents are under 25 years old (1.6%).

Regarding educational background, the majority of respondents hold a bachelor's degree (S1), totaling 125 individuals (50.4%), followed by those with a high school education (SMA/SMK) at 106 individuals (42.7%). Respondents with diploma (D3/D4) and postgraduate (S2) degrees represent a relatively small proportion. In terms of work tenure, most respondents have worked for 1 year, accounting for 214 individuals (86.3%), indicating that the majority of PPPK employees are relatively new in their positions. Meanwhile, respondents with 2–3 years and 4–5 years of experience represent smaller proportions.

Based on organizational distribution, respondents are spread across various Regional Government Organizations (OPDs), with the highest representation coming from BPBD (16.1%), followed by the Department of Transportation (14.9%) and Pariaman Tengah District (13.3%). Other OPDs contribute smaller proportions, indicating a relatively diverse distribution of respondents across institutions.

Outer Model Measurement

The validity and reliability of the measurement model, which is the outer model, were assessed by several tests. Use of factor loadings and Average Variance Extracted (AVE) allowed for the evaluation of convergent validity. A factor loading value of 0.70 or above is deemed good by Hair et al. (2021), however values of 0.60 or higher are still deemed acceptable in exploratory or model development research. At the same time, sufficient convergent validity is shown by an AVE value of at least 0.50.

Also, the reliability of the construct was assessed by using Cronbach's alpha and composite reliability (CR), with the suggested cutoff values being 0.70 or above (Hair et al., 2017; Hair et al., 2021). Table 3 displays the outcomes of the examination of the outer model.

Table 2 Validity and Reability Test Results

Construct	Items	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE
Career Adaptability	CA1	0.779	0.819	0.867	0.521
	CA2	0.722			
	CA3	Drop			
	CA4	0.707			
	CA5	0.736			
	CA6	0.713			
	CA7	0.668			
	CA8	Drop			
Career Sustainability	CS1	0.716	0.905	0.921	0.539
	CS2	0.711			
	CS3	0.697			
	CS4	Drop			
	CS5	0.740			
	CS6	0.621			
	CS7	0.801			
	CS8	0.785			
	CS9	0.734			
	CS10	0.741			
	CS11	Drop			
	CS12	0.782			
Employment Commitment	EC1	0.774	0.882	0.908	0.586
	EC2	0.815			
	EC3	0.744			
	EC4	0.786			
	EC5	0.768			
	EC6	0.720			
	EC7	0.748			
Self-Perceived Employability	SPE1	0.710	0.861	0.896	0.590
	SPE2	0.775			
	SPE3	0.833			
	SPE4	0.803			
	SPE5	0.740			
	SPE6	0.743			

Source: Processed Data (2026)

Indicators across all constructs satisfy the convergent validity criterion with outer loading values > 0.60 , as shown in Table 2. Moreover, the majority of indicators display values greater than 0.70, indicating robust correlations between the indicators and their corresponding constructs.

Career Adaptability (0.521), Career Sustainability (0.539), Employment Commitment (0.586), and Self-Perceived Employability (0.590) are the only constructs whose Average Variance Extracted (AVE) values are more than the minimum requirement of 0.50. So, we can see that each construct accounts for over half of the variation in its indicators.

All of the constructs have reliability values over 0.70, which indicates high internal consistency, according to Cronbach's alpha and Composite Reliability (CR). We may thus say that the study's measurement model (outer model) is valid and reliable, and that it is ready for future investigation. The study looked at signs that the measurement model was reliable, internally consistent, and had convergent validity. Most indicators have outer loading values more than 0.70, according to the data, which means that there are substantial correlations between the indicators and their respective constructions.

However, CA3, CA8, CS4, and CS11 were among the indicators that showed outer loading levels below the acceptable threshold. For that reason, we omitted these metrics from our model. The purpose of removing these indicators was to make the measurement model better by keeping those indicators that contributed significantly to their specific constructs.

Following the elimination phase, all surviving indicators met the convergent validity criterion, with the majority above 0.70 and all showing outer loading values more than 0.60.

In addition, with composite reliability (CR) values greater than 0.70 and Cronbach's alpha values greater than 0.70, all constructs in this study showed strong internal consistency. Additionally, all constructs have AVE values greater than 0.50, which means that each construct can account for over 50% of the variation in its indicators. These findings provide credence to the assertion that the measurement model is fit for structural model analysis as it meets the requirements for convergent validity and reliability.

Table 3 Discriminant Validity (HTMT)

Construct	Career Adaptability	Career Sustainability	Employment Commitment	Self-Perceived Employability
Career Adaptability	-			
Career Sustainability	0.587	-		
Employment Commitment	0.669	0.892	-	
Self-Perceived	0.690	0.720	0.812	-

Employability

Source: Processed Data (2026)

Many of the HTMT values between constructs fall short of the suggested cutoff of 0.85, according to Table 3 Heterotrait-Monotrait Ratio (HTMT) analysis. Hair et al. (2021) states that constructs are considered to have appropriate discriminant validity when HTMT values are less than 0.85. This means that the conceptions are empirically different from one another. In particular, at 0.587, 0.669, and 0.690, respectively, are the HTMT values between career adaptability and career sustainability, employment commitment, and self-perceived employability. In addition, there is an HTMT value of 0.812 between employment commitment and self-perceived employability, and a value of 0.720 between career sustainability and self-perceived employability. The suggested cutoff is much lower than all of these numbers. Career Sustainability and Employment Commitment have an HTMT rating of 0.892, which is somewhat higher than the cautious cutoff of 0.85. According to Hair et al. (2021), even with a more relaxed threshold of < 0.90 , this number is quite OK. Consequently, it can be concluded that the measuring model used in this investigation has demonstrated sufficient discriminant validity.

Inner Model Measurement

The coefficient of determination (R^2) was used to evaluate the quality of the structural model in the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. According to Hair et al. (2021), R^2 indicates the model's ability to explain the variance of endogenous constructs. A higher R^2 value reflects a greater proportion of variance explained by the exogenous constructs, indicating better predictive accuracy of the model. R^2 values range from 0 to 1, where values closer to 0 indicate weak explanatory power and values closer to 1 indicate strong explanatory power. In general, R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively.

Table 4 R-Square Values

Construct	R-square	R-square Adjusted
Career Adaptability	0.357	0.354
Career Sustainability	0.665	0.661
Self-Perceived Employability	0.517	0.515

Source: Processed Data (2026)

Examining the R-square (R^2) values allowed us to evaluate the inner model. These values show how well the model could account for the variation in endogenous constructs. A moderate R-squared value is 0.50, a weak one is 0.25, and a high one is 0.75 (Hair et al., 2021). Table 4 shows that the Career Adaptability construct has an R-squared value of 0.357, which places it in the moderate category, meaning that the model explains 35.7% of the variation in this construct. With an R-squared value of 0.665, the Career Sustainability construct is moderately to strongly modeled; it accounts for 66.5% of the variation. The Self-Perceived Employability construct, however, is moderately explained (51.7% of the variance) by the model, with an R-squared value of 0.517. In general, the results show that the structural model in this study provides decent explanations, especially for Career Sustainability, which outperforms the other constructs in terms of R-squared value.

Hypothesis Testing

This section presents the results of hypothesis testing using the PLS-SEM approach. The hypotheses were evaluated based on t-statistics and p-values obtained from bootstrapping. A hypothesis is considered significant if the t-statistic is > 1.96 and the p-value is < 0.05 , indicating a significant relationship between variables. Conversely, if the t-statistic is ≤ 1.96 and the p-value is > 0.05 , the relationship is not significant (Hair et al., 2021). The results of direct and indirect effects are presented in Table 5 and Table 6.

Table 5 Direct Effect

Hypothesis	Path	Original Sample (O)	T Statistics	P Values
H1	Employment Commitment → Career Sustainability	0.678	10.871	0.000
H2	Employment Commitment → Self-Perceived Employability	0.719	16.314	0.000
H3	Employment Commitment → Career Adaptability	0.597	13.519	0.000
H4	Self-Perceived Employability → Career Sustainability	0.153	2.142	0.032
H5	Career Adaptability → Career Sustainability	0.032	0.464	0.643

Source: Processed Data (2026)

In this study, t-statistics and p-values were used to test hypotheses. If the t-statistic is more than 1.96 and the p-value is smaller than 0.05, then the hypothesis is deemed significant, according to Hair et al. (2021). A path coefficient of 0.678, a t-statistic of 10.871, and a p-value of 0.000 indicate that Employment Commitment significantly and positively affects Career Sustainability (Table 5). This lends credence to the first hypothesis (H1), which states that an employee's career sustainability is directly proportional to their level of dedication. An additional piece of evidence that supports the second hypothesis (H2) is the positive and statistically significant relationship between Employment Commitment and Self-Perceived Employability (0.719, 16.314, p-value 0.000). Furthermore, the third hypothesis (H3) is supported by the data, which shows that Employment Commitment has a positive and substantial influence on Career Adaptability (0.597 path coefficient, 13.519 t-statistic, 0.000 p-value). With a path coefficient of 0.153, a t-statistic of 2.142, and a p-value of 0.032, Self-Perceived Employability positively and significantly influences Career Sustainability. This finding supports the fourth hypothesis (H4), even if the impact size is rather minor. While a t-statistic of 0.464, a p-value of 0.643, and a path coefficient of 0.032 show that Career Adaptability does not significantly impact Career Sustainability. As a result, this study does not provide evidence to support the fifth hypothesis (H5).

Table 6 Indirect Effect

Hypothesis	Path	Original Sample (O)	T Statistics	P Values
H6	Employment Commitment → Self-Perceived Employability → Career Sustainability	0.110	2.102	0.036
H7	Employment Commitment → Career Adaptability → Career Sustainability	0.019	0.437	0.662

Source: Processed Data (2026)

In order to investigate the function of mediating factors in the connections between constructs, the indirect impact was examined. Table 6 shows that there was a significant relationship between self-perceived employability and the effect of employment commitment on career sustainability ($r=0.110$, $t=2.102$, $p=0.036$). This lends credence to the sixth hypothesis (H6), which states that a person's impression of their employability is indirectly affected by their level of dedication to their job, which in turn affects their career sustainability.

A t-statistic of 0.437, a p-value of 0.662, and a coefficient of 0.019 all point to the fact that Career Adaptability could not mediate the influence of Employment Commitment on Career Sustainability. Hence, there is no evidence to support the seventh hypothesis (H7).

DISCUSSION

According to the findings, PPPK workers' career sustainability is positively impacted by their level of job commitment. This provides more evidence that an individual's capacity to continue a career is positively correlated with their level of job dedication. From a conceptual standpoint, one's level of employment commitment is indicative of how seriously they take their profession (Creed et al., 2009).

According to Sustainable profession Theory, which was put out by De Vos and Van der Heijden (2020), a well-balanced profession takes into account one's health, happiness, and productivity on the job. Those who are very committed are usually the ones who are more involved and successful in striking this equilibrium. Work commitment, according to Career Construction Theory (Savickas et al., 2009), is an adaptive trait that drives people to proactively construct their professions.

Results like this corroborate those of earlier research showing that dedication to one's job helps one's career last (De Vos et al., 2017; Zhao et al., 2022). Given the unpredictability of PPPK participants' work situation, this impact takes on further significance.

The Effect of Employment Commitment on Self-Perceived Employability (H2)

Workplace dedication increases confidence in one's own employability, according to the findings. This suggests that those who are more invested in their job are more likely to believe in their own abilities to keep it up and even improve it.

The term "self-perceived employability". (Botha et al., 2021) describes how people think they stack up against potential employers and job openings. Those who are really dedicated tend to be the ones who take the initiative to better themselves professionally. The significance of psychological variables and competences in determining employability has been previously highlighted in study (Zhou et al., 2022).

The Effect of Employment Commitment on Career Adaptability (H3)

The findings indicate that employment commitment positively affects career adaptability. This suggests that individuals with higher commitment are more prepared to face career changes and challenges. Career adaptability is a psychosocial resource reflecting an individual's readiness to manage career transitions (Savickas and Porfeli, 2012). Work commitment encourages individuals to be more concerned about their career future, take responsibility in decision-making, and actively seek opportunities. These results are consistent with previous studies (Haenggli and Hirschi, 2020; Monteiro et al., 2020).

The Effect of Self-Perceived Employability on Career Sustainability (H4)

The results show that self-perceived employability positively affects career sustainability. This implies that individuals who have confidence in their abilities tend to have more sustainable careers. According to Sustainable Career Theory, employability is a key resource in maintaining career sustainability (De Vos and Van der Heijden, 2020). Individuals with high employability are generally more proactive and prepared to face changes. These findings support previous research (Zhou et al., 2022; Cahyani et al., 2024), although the effect is relatively small due to structural factors within the PPPK context.

The Effect of Career Adaptability on Career Sustainability (H5)

The findings indicate that career adaptability does not affect career sustainability among PPPK employees. This suggests that individual adaptability skills have not yet become a primary factor in maintaining career sustainability. These results differ from previous studies showing that career adaptability significantly contributes to career sustainability (Rudolph et al., 2021; Zhao et al., 2022). This discrepancy can be explained by the characteristics of the PPPK system, which is heavily influenced by government regulations, contract terms, and organizational policies. Thus, career sustainability is more determined by external factors.

The Mediating Role of Self-Perceived Employability (H6)

The results show that self-perceived employability mediates the relationship between employment commitment and career sustainability. This indicates that work commitment can enhance career sustainability through the improvement of individuals' perceptions of their own abilities. These findings are in line with the view that employability is an important resource in career sustainability (De Vos and Van der Heijden, 2020; Zhou et al., 2022).

The Mediating Role of Career Adaptability (H7)

The results show that career flexibility is not a mediator between job commitment and long-term career success. This demonstrates that career sustainability is unaffected by increased flexibility. These findings point to the importance of external variables like organizational policies and work processes in the PPPK environment, rather than the importance of individual adaptation abilities

CONCLUSIONS AND RECOMMENDATIONS

This study examines the relationship between employment commitment and career sustainability among PPPK workers, with self-perceived employability and career adaptability as mediating variables. The findings show that employment commitment plays an important role in enhancing career sustainability, both directly and indirectly, especially in the context of uncertain employment conditions. This indicates that psychological factors, particularly work commitment, are essential in supporting sustainable career development.

Employment commitment also improves self-perceived employability and career adaptability. However, only self-perceived employability

significantly influences career sustainability and serves as a mediator. This suggests that individuals' confidence in their employability is a key mechanism in explaining sustainable career outcomes. In contrast, career adaptability does not significantly affect career sustainability and does not function as a mediating variable, indicating that external factors such as organizational systems and employment regulations play a more dominant role in the PPPK context.

Overall, career sustainability among PPPK employees is mainly driven by employment commitment and self-perceived employability rather than career adaptability.

Based on these findings, organizations are encouraged to strengthen employee commitment through supportive work environments and clear career development systems. In addition, enhancing self-perceived employability through training and skill development programs is important to support sustainable careers. For future research, it is recommended to expand the sample to different regions, use qualitative or mixed methods, and include additional variables as well as structural factors that may influence career sustainability.

FURTHER STUDY

This study has several limitations. First, the research was limited to PPPK employees in a specific context, which may restrict the generalizability of the findings. Future studies are encouraged to expand the sample to different regions or broader populations to obtain more comprehensive results. Second, this study used a quantitative approach; therefore, future research may apply qualitative or mixed-method designs to gain deeper insights into employees' experiences related to career sustainability. Third, only a limited number of variables were examined. Future studies are suggested to include additional factors such as organizational support, work environment, or other psychological variables that may influence career sustainability. Finally, considering the PPPK system is influenced by contractual and regulatory frameworks, future research should also incorporate structural and contextual factors to enrich the analysis.

ACKNOWLEDGMENT

The author would like to express sincere gratitude to all individuals who contributed to the completion of this study, including colleagues who provided valuable suggestions and feedback during the writing process. Appreciation is also extended to all respondents who participated in this research. The author further acknowledges any institutional or financial support that made this study possible.

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