Grand Design Of The Organizational Identity Of The Uin Jakarta Career Center: Dynamics Of Career Welfare And Career Adaptability To The Perception Of Graduate Career Feasibility

Nasichah[1], Abdul Azis [2], Muhammad Kholis Hamdy[3]
Email: abdul.azis@uinjkt.ac.id

[123] Universitas Islam Negeri Syarif Hidayatullah Jakarta

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Abstract
The transformation of globalization and the technological revolution have had a significant impact on the world of work, creating new challenges for college graduates who are expected to have not only academic knowledge, but also the ability to adapt quickly in the job market. This study aims to analyze the dynamics of career welfare and career adaptability to the perception of graduate career feasibility, with a focus on the UIN Jakarta Career Center. Using reflective and descriptive quantitative approaches, this study explores the influence of organizational identity on career adaptability and perception of career feasibility. Based on the data collected, the results of the study showed that career adaptability had a significant effect on the perception of career feasibility with values of β = 0.343, t = 2.861, and P = 0.004. In addition, career well-being was proven to affect career adaptability with β = 0.659, t = 31.969, and P < 0.001, as well as the perception of career feasibility with β = 0.583, t = 5.732, and P < 0.001. Organizational identity also had a significant effect on career adaptability (β = 0.352, t = 16.829, and P < 0.001) and perception of career feasibility (β = 0.747, t = 13.727, and P < 0.001). These findings highlight the importance of the Career Center's role in developing programs that improve career well-being, career adaptability, and improve the perception of graduates' career feasibility in facing the ever-changing world of work.

1. Introduction

The transformation of globalization and the technological revolution have had a significant impact on the world of work, especially for university graduates. Graduates are expected not only to have in-depth academic knowledge, but also the ability to adapt quickly to changes that occur in the job market (ILO, 2022). This poses its own challenges, especially in

developing countries, where the unemployment rate among young graduates reaches 14% (ILO, 2022). The gap between the skills acquired during education and the ever-evolving needs of the industry is an urgent problem (BPS, 2023).

In Indonesia, the open unemployment rate among university graduates reaches 8.5%, which is higher than the national unemployment rate (BPS, 2023). This gap shows that graduates are often unprepared for the demands of the job market, resulting from a lack of relevant practical skills and soft skills (Edwards & Peccei, 2020). Research shows that graduates feel not fully prepared for the competition in the world of work, which has an impact on their mental health (Edwards & Peccei, 2020).

Career centers in colleges and universities have an important role in facilitating graduates to develop the skills needed and improve their readiness to face the job market. At UIN Jakarta, the Career Center has offered various programs, but internal surveys show that there are still many graduates who feel unprepared (Edwards & Peccei, 2020). This indicates that there is a gap between the services provided and the real needs in the field, which affects the perception of graduates' career feasibility.

Perception of career feasibility is an individual's belief regarding how ready they are to compete in the job market (Hirschi et al., 2020). Organizational identity,

Career well-being, and career adaptability are important factors that influence this perception. A strong organizational identity can increase graduates' confidence in the services of the Career Center (Tajfel & Turner, 1979). Good career well-being includes job satisfaction and job security, which contribute to a positive perception of career worthiness (Judge et al., 2020). Career adaptability is also the key to facing changes in the rapidly changing world of work (Savickas, 2020).

This study aims to explore the relationship between organizational identity, career welfare, and career adaptability in shaping the perception of career feasibility of UIN Jakarta graduates. It is hoped that this research can make a significant contribution to the development of Career Center strategies to more effectively prepare graduates for the job market (Brown & Treviño, 2022). By understanding this relationship, the Career Center can formulate programs that are more relevant and in accordance with the needs of graduates (Kim, 2020).

Good career well-being not only increases graduates' motivation to find a job, but also affects the way they interact with the services provided by the Career Center (Clark, 2020). In this context, it is important for Career Centers to create an environment that supports the career well-being of graduates and provides access to the necessary resources for self-development (Pulakos et al., 2021). This research is expected to provide deeper insights into the challenges faced by graduates and strategic steps that can be taken to improve their readiness in the ever-changing world of work (Savickas, 2020).

Career adaptability is an individual's capacity to adapt to changes that occur in the world of work (Savickas, 2020). Research shows that graduates who have the ability to

Good adaptability tends to be more successful in dealing with changes in the job market (Hirschi et al., 2020). Therefore, adaptability development should be the main focus in the career development programs offered by the Career Center (Brown & Treviño, 2022). This research is expected to contribute to understanding the dynamics between organizational

identity, career welfare, and career adaptability to the perception of career feasibility of graduates at UIN Jakarta.

Thus, this research will not only provide valuable insights for the development of programs at Career Centers, but also contribute to improving the quality of graduates who can compete at the global level (Brown & Treviño, 2022). This research is expected to be a reference for Career Centers in formulating more effective strategies to increase the readiness of graduates to face an increasingly competitive job market (Kim, 2020).

Based on the above background, the formulation of the problem in this study is as follows:

R1: How does career adaptability affect the perception of career feasibility?

R2: How does career well-being affect career adaptability?

R3: How does career well-being affect the perception of career worthiness?

R4: How does organizational identity affect career adaptability?

R5: How does organizational identity affect the perception of career feasibility?

Conceptual Definition

a. Organizational Identity

Refers to the characteristics that distinguish an organization from others, based on the values, vision, mission, and goals embraced by the organization (Albert & Whetten, 1985; Janssen, 2000).

b. Career Adaptability

Individual psychosocial readiness to face career changes, job transitions, and career challenges faced (Savickas, 2005).

c. Career Welfare

Individual subjective experiences related to career satisfaction, work-life balance, job security, and career development opportunities (Forrier & Sels, 2003).

c. Perception of Career Feasibility

Individuals' beliefs regarding their readiness to compete in the job market are based on their skills, experience, and support (Jacobs & Eccles, 1992).

2. Research Method

This study uses quantitative research methods with reflective and descriptive approaches (Creswell et al., 2003). The method used is Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, which is analyzed using SmartPLS software 4.2.0. Data are collected through surveys with structured questionnaires using the Likert scale (1-4) to ensure consistent and standardized measurements.

a. Research Population and Sample

The population in this study is students and alumni of the State Islamic University located at Jl. Ir. H. Djuanda No. 95, Cempaka Putih, Ciputat East Tangerang, South Banten, Indonesia.

Then the Snowball sampling technique (snowball sampling) amounted to 250 samples. With sample criteria, namely final year students and alumni of UIN Syarif Hidayatullah Jakarta.

b. Research Instruments

Respondents were asked to answer survey questions presented to them regarding the organizational identity of the UIN Syarif Hidayatullah Jakarta Career Center, career ability, career welfare,

and the perception of career feasibility from students and alumni of UIN Syarif Hidayatullah Jakarta. **Table 1** contains a list of sizes and items used in this study. The table also provides definitions of the constructs used in the proposed framework.

Study participants were expected to clearly state the extent to which they agreed with the survey measurement construct on a four-point Likert scale, where 1 represented "strongly disagree" and 4 represented "strongly agree".

Table 1

Variable	Construct	Source	Code
Organizational Identity	**Identity Clarity**	Albert & Whetten (1985), Janssen (2000)	1*, 2
	Identity Connectivity	Tajfel & Turner (1979), Janssen (2000)	3, 4
	Identity Uniqueness	Hatch & Schultz (2002), Janssen (2000)	5, 6, 7
	Identity Stability	Gioia et al. (2000), Janssen (2000)	8
Career Welfare	**Career Satisfaction**	Locke (1976) – Job Satisfaction Theory	9, 10*
	Work-Life Balance	Greenhaus & Beutell (1985) – Work-Life Balance Theory	11
	Job Security	Greenhalgh & Rosenblatt (1984) – Job Insecurity Theory	12, 13
	Career Development	Super (1990) – Career Development Theory	14
Career Adaptability	**Concern (Career Concerns)**	Savickas (2005) – Career Adaptability Theory	25, 26
	Control (Self-Control)	Savickas (2005) – Career Adaptability Theory, Bandura (1977) – Self-Efficacy Theory	27, 28*, 29
	Curiosity (Keingintahuan Karier)	Savickas (2005) – Career Adaptability Theory	30, 31
	Confidence (Confidence in Career)	Bandura (1977) – Self-Efficacy Theory, Savickas (2005) – Career Adaptability Theory	32, 33
	Resilience (Career Resilience)	Masten (2001) – Resilience Theory	34, 35
Eligibility Perspective Career	**Belief to Skills Career (Career Self-Efficacy)**	Bandura (1977) – Self-Efficacy Theory	15, 16, 17*
	Conformity Qualification with the Job Market	Edwards (1991) – Person-Job Fit Theory	18, 19*
	Practical Experience and Soft Skills	Brown et al. (2011)	20
	Backing Social and Environment	Tajfel & Turner (1979) – Social Identity Theory	21, 22
	Belief against Potential Time Depan (Career Optimism)	Vroom (1964) – Expectancy Theory	23, 24*

Description: * (unfavorable)

c. Characteristics Responden

After data collection from 250 respondents, the results show a distribution that varies based on demographic characteristics and working conditions. Based on gender, the majority of respondents were female (n=165, 66.0%) and the rest were male (n=85, 34.0%).

In terms of educational status, most of the respondents are students who have not graduated (n=97,38.8%), followed by graduates in 2024 (n=79, 31.6%) and graduates in 2023 (n=64, 25.6%).

Based on the faculty, the majority of respondents came from the Faculty of Da'wah and Communication Sciences (n=100.40%), followed by the Faculty of Science and Technology (n=40, 16%) and Faculty of FISIP (n=36, 14.4%).

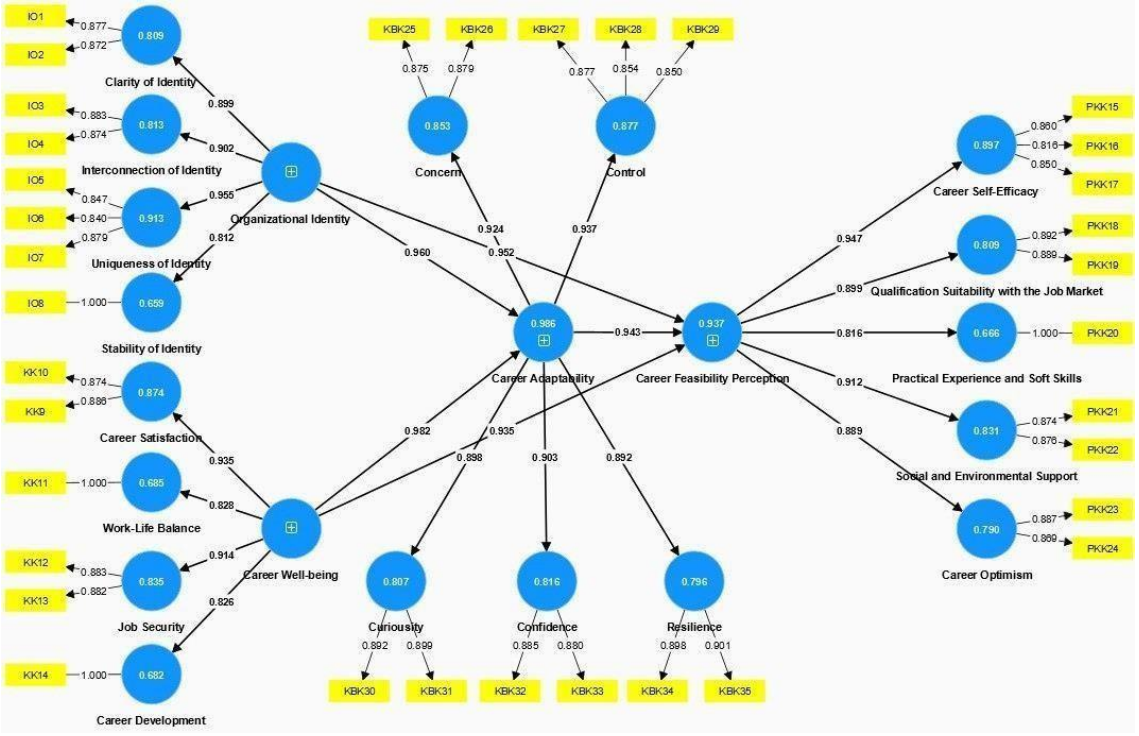
Regarding employment status, 29.2% of respondents worked full-time (n=73), 21.6% worked part-time (n=54), 21.6% were looking for a job (n=54), and 23.6% were not working (n=59). Most of the respondents have a Bachelor's degree (n=231, 92.4%), with a few continuing to the Master's level (n=10, 4.0%) and Doctoral (n=9, 3.6%).

Regarding the location of work, the majority work in the Greater Jakarta area (n=235, 94.1%), with a small part working outside Greater Jakarta (n=10, 3.9%) and abroad (n=5, 2.0%). As many as 47.2% of working respondents do not have a fixed income, and most of those who have a monthly income are below Rp 5.000.000 (n=105, 42%).

3. Results and Discussion

a. Descriptive Statistics

Based on the results of the research, it can be seen from the results of the respondents' answers to each statement in the questionnaire. In general, the study participants tended to agree



with the statements presented. The largest mean or average value in this study is found in the statements of *KK9* (3,464), *KBK25* (3,464), and *PKK15* (3,404). Meanwhile, the smallest mean or average value was found in the *PKK22 statement*

(3,272), *PKK23* (3,264), and *PKK24*
(3.360).

These findings illustrate that respondents are generally satisfied with the services of the UIN Jakarta Career Center and show readiness to face career challenges in the future, but there are several areas that show opportunities for improvement in terms of career support, namely *in PKK22, PKK23, PKK16, PKK15,*
PKK20

b. Structural Model Evaluation (Outer Model)

In **Figure 1**, the collinearity assessment reveals that there is no evidence of bias of the general method in this study.

Table 2 illustrates the good results of the realism and validity of constructs on chrombach alpha, Cr rho a, Cr rho c, and Ave. In addition, it can be seen

that the HTMT value to the right of the
bold number is lower than 0.900.

Table 2

Variable	Alpha	CR (a)	CR (c)	(AVE)	CA	CFP	CW-b	HI
Career Adaptability	0.949	0.949	0.961	0.831				
Career Feasibility Perception	0.938	0.941	0.953	0.801	**0.863**			
Career Well-being	0.902	0.906	0.931	0.773	0.812	**0.831**		
Organizational Identity	0.917	0.923	0.942	0.802	0.789	0.823	**0.859**	

c. Evaluation Model Struktural (Inner Model)

Based on the criteria in the SEM analysis, the findings of this study have an influence on

between variables can be considered significant if the T-statistic is greater than 1.96 and the P-value is less than 0.05. The findings can be seen in **Table 3 data**.

Table 3

	BRIGHT	THE	M	STD	T St	2.5%	97.5 %	P Val
Career Adaptability -> Career Feasibility Perception	3.583	0.343	0.341	0.120	2.861	0.577	0.111	0.004
Career Well-being -> Career Adaptability	4.994	0.659	0.660	0.021	31.969	0.616	0.697	0.000
Career Well-being -> Career Feasibility Perception	3.153	0.583	0.579	0.102	5.732	0.384	0.78	0.000
Organizational Identity -> Career Adaptability	4.994	0.352	0.351	0.021	16.829	0.313	0.395	0.000

Organizational Identity -> Career Feasibility Perception	4.877	0.747	0.749	0.054	13.727	0.641	0.856	0.000

The results of the study show a significant influence of Career Adaptability on Career Feasibility Perception. In particular, the findings show that Career Adaptability has a significant influence on Career Feasibility Perception with β = 0.343, t = 2.861, and P = 0.004. In addition, the study also indicated a significant influence of Career Well-being on Career Adaptability with β = 0.659, t = 31.969, and P < 0.001.
In addition, the results also revealed that Career Well-being also had a significant effect to Career Feasibility Perception with β = 0.583, t = 5.732, and P < 0.001.
Furthermore, Organizational Identity was proven to have a significant influence on Career Adaptability with β = 0.352, t = 16.829, and P < 0.001. Organisational Identity also had a significant influence on Career Feasibility Perception with β = 0.747, t = 13.727, and P < 0.001.

d. Model Goodness and Fit Evaluation

The findings from this study confirm the strength of the proposed structured model.

Table 4

	Q^2predict	SEM_RMSE	SEM_MAE	RMSE	THERE ARE
Concern	0.816	0.431	0.321	0.617	0.475
Confidence	0.797	0.452	0.338	0.626	0.474
Control	0.847	0.393	0.264	0.559	0.387
Curiousity	0.827	0.418	0.298	0.611	0.443
Resilience	0.783	0.467	0.337	0.624	0.489
Career Optimism	0.802	0.446	0.341	0.607	0.475
Career Self-Efficacy	0.813	0.435	0.338	0.600	0.462
Practical Experience and Soft Skills	0.583	0.649	0.531	0.713	0.540
Qualification Suitability with the Job Market	0.712	0.539	0.408	0.635	0.455
Social and Environmental Support	0.784	0.467	0.347	0.616	0.500

In **Table 4** it can be seen that the Q^2predict value is higher in the PLS SEM model compared to the LM model), which indicates that the PLS model has better predictive power. . In addition, the lower RMSE and MAE values in the PLS model indicate that these models are more accurate in prediction than the LM model.

Discussion

The results showed that there was a significant positive influence between Career Adaptability and Career Feasibility Perception. The T-statistics obtained were 2.861 with a P-value of 0.004, which shows that the higher the career adaptability, the better the perception of graduates' career feasibility. This is in line with previous findings that state that individuals with high adaptability can better assess career opportunities (Fugate et al., 2004). The study also found an Original Sample value of 0.343, with a confidence interval of 95% (0.111 to 0.577) which does not include the number 0, confirming that the influence is significant.

Career well-being serves as an indicator of an individual's readiness to face challenges in the world of work. The findings show that Career Well-being has a very significant influence on Career Adaptability, with an Original Sample value of 0.659 and T-statistics of 31.969 (p = 0.000). Welfare

A good career encourages individuals to be more flexible in facing changes and challenges. This study supports the view of Bakker et al. (2014) that positive well-being increases an individual's ability to adapt to various situations in the workplace. Therefore, the Career Center needs to develop a program that focuses on the emotional and psychological well-being of graduates.

In addition, this study also found that Career Well-being had a significant effect on Career Feasibility Perception with T-statistics of 5,732 (p-value 0.000). Good career well-being contributes to an individual's belief in the viability of available career opportunities. The results of the analysis showed that the value of the Original Sample was 0.583, with a confidence interval between 0.384 to 0.780. This is in line with the research of Lent et al. (2022) which stated that good career well-being reinforces a positive outlook on career prospects. However, despite the significant influence, there are warnings that career well-being is not enough to build an overall perception of career worthiness.

Organizational identity also plays an important role in the development of career well-being and adaptability. This study shows that Organizational Identity has a significant effect on Career Adaptability with a T-statistics value of 16,829 (p-value 0.000). Individuals who have a strong identity with the organization tend to

It is easier to adapt to changes in the world of work. These findings support Ashforth & Mael (2019) who emphasized that a strong organizational identity provides a sense of security for individuals. The Original Sample value for this effect was 0.352, with a confidence interval between 0.313 to 0.395, indicating a significant relationship between the two.

Furthermore, Organizational Identity also has a significant effect on Career Feasibility Perception, with T-statistics of 13,727 (p-value 0.000). Individuals who feel connected to the organization have a higher sense of confidence in evaluating career opportunities. The results showed an Original Sample value of 0.747 and a confidence interval between 0.641 to 0.856. These findings are consistent with the theory of Kreiner et al. (2020) which emphasizes that a strong organizational identity can increase graduates' perception of their career viability. However, an identity limited to one organization can narrow graduates' view of opportunities outside the organization.

The results of this study show that although factors such as Career Adaptability and Career Well-being are very important, Career Centers need to pay attention to other elements such as social support and technical skills development. Kossek and Thompson (2019) show that other factors also play a role in shaping the perception of career feasibility. Therefore, the Career Center is advised to integrate practical skills training in existing programs. This is in line with the advice from Cai et al. (2021) who emphasized the importance of adaptive skills training to improve the perception of career feasibility.

The findings of this study also indicate that good career well-being can reduce excessive stress levels, so that individuals can focus more on making better career decisions. Wright & Bonett (2021) show that good career well-being contributes to ability

individuals to identify more realistic career opportunities. However, keep in mind that

career well-being can be affected by external factors, such as economic conditions. Warr (2007) reminds that sustainable career well-being requires more comprehensive support. The Career Center at UIN Jakarta needs to develop a career counseling and mentoring program that focuses on the psychological well-being of graduates. Schaufeli et al. (2019) stated that support programs that focus on psychological well-being can improve career adaptability. In addition, it is important for Career Centers to balance career well-being development by improving skills and information about the job market. Jang et al. (2021) suggested that career centers provide welfare programs that also prioritize the development of skills relevant to the job market.

Overall, the study highlights the importance of the relationship between well-being and career adaptability, and perception of graduates' career feasibility. The results show that the Career Center needs to develop a holistic approach that covers various aspects to support graduates in navigating the challenges of the world of work. By paying attention to psychological well-being, skill development, and organizational identity, graduates are expected to be more prepared and confident in facing existing career opportunities.

The findings show that a clear and well-connected organizational identity plays an important role in creating a positive perception of the organization. (Dutton & Heaphy, 2018) According to the results of the analysis, the dimensions of clarity and interconnectedness of organizational identity have a high value of outer loadings, indicating that these two aspects are very influential. (Dutton & Heaphy, 2018) Therefore, it is important for Career Centers to ensure effective communication regarding the vision, mission, and goals to students and alumni. (Albert & Whetten, 1985) In addition, building a strong network with various departments and external parties is also important to create connectedness in the campus career ecosystem.

However, while the uniqueness of an organization's identity is also important, lower outer loading values suggest that this factor has a more limited influence than clarity and connectivity. (Albert & Whetten, 1985) Emphasis on the uniqueness of identity needs to be done, but it must still be in line with clear communication. (Schreuder & Coetzee, 2017) These findings suggest that a strong organizational identity can increase individual engagement and commitment, so Career Centers should take this aspect seriously. (Herman et al., 2015) In addition, there are views that suggest that an organization's identity that is too dominant can hinder the development of an individual's personal identity. (Brown et al., 2020) Therefore, a balance between organizational identity and space for individuals to develop is very necessary.

In the context of career adaptability, research shows that the dimensions of resilience and curiosity show very high outer loading values, signaling a significant contribution to individual adaptability. (Savickas, 2019) Resilience plays a key dimension that helps individuals survive in facing career challenges. (Savickas, 2019) Therefore, the development of training programs to increase the mental resilience of students and alumni is highly recommended. (Zacher & Hall, 2020) Programs such as simulated interviews and stress management can help individuals overcome barriers in their job search. (Lent et al., 2018) In addition, curiosity is also an important factor in career exploration, which must be encouraged through activities that encourage exploration. (Savickas, 2013)

Although concern and control are also valid, their values indicate a contribution which is lower compared to resilience and curiosity. (Zacher & Hall, 2020) Therefore, the Career

Center needs to provide clearer information about the job market to reduce the concerns of students and alumni. (Savickas, 2013) The study also shows that individuals with a high level of adaptability tend to have more stable careers. (Schaie et al., 2016) This indicates the need for programs that support the development of adaptive skills in the world of work. (Cohen & Duberley, 2015) Career Centers should provide interactive training programs that involve workplace simulations to help graduates cope with change.

Next deep In the dimension of career well-being, research shows that career development and work-life balance have a very strong contribution. (Greenhaus & Allen, 2020) A balance between work and personal life is important to create career satisfaction and well-being. (Greenhaus & Allen, 2020) Career Centers need to offer more training that focuses on managing personal and professional lives. (Wright & Bonett, 2016) In addition, career development is also very important in increasing individual satisfaction with their work. (Greenhaus et al., 2018) These findings show that job security and career satisfaction also contribute greatly to career well-being. (Joo, 2018) Therefore, support in a stable and secure job search needs to be improved.

Career well-being shows excellent reliability, with a high Cronbach's Alpha score. (Hair et al., 2014) This shows that the indicators in this dimension are very consistent and reliable. (Fornell & Larcker, 1981) These findings are in line with research showing that career well-being is highly dependent on the balance between work and personal life. (Wright & Bonett, 2016) However, there are also a view that states that individual motivational factors have more influence on career well-being than work balance. (Harrison et al., 2015) Therefore, programs that help graduates manage work stress and develop emotional skills are indispensable.

In terms of career eligibility perceptions, research finds that the suitability of qualifications to the job market is a key element. (Lee & Lee, 2019) This fit shows that the individual has the relevant skills to compete in the job market. (Bandura, 2018) Therefore, the Career Center must continue to work closely with industry to ensure appropriate curriculum and training. (Schmidt et al., 2016) In addition, increasing the confidence of students and alumni in planning their careers is also important. (Lent et al., 2018) These findings show that the perception of career eligibility is influenced by the extent to which individuals feel their qualifications are in line with the needs of the job market. (Al-Qudah et al., 2019).

However, there is also a view that states that the perception of career feasibility is more influenced by social and economic factors. (Brown et al., 2020) Research shows that individuals from lower socio-economic backgrounds may feel less confident despite having adequate qualifications. (Korsgaard et al., 2015) These findings indicate that students and graduates who have a clear understanding of the perception of career feasibility will be more confident in finding a job. (Schmidt et al., 2016) Therefore, the Career Center must provide a transparent platform regarding the job market. (Brown et al., 2020) In addition, training related to relevant industry skills can improve students' perception of career feasibility. (Korsgaard et al., 2015).

Overall, this study shows that the organizational identity of the UIN Syarif Hidayatullah Jakarta Career Center has a significant impact on the welfare of career ability adaptability, and perception of the career feasibility of graduates. (Dutton et al., 2010) Career Centers need to strengthen identity communication and build better networks. (Savickas, 2013) The development of training programs that focus on resilience, curiosity, and work-life balance is

also very important. (Greenhaus et al., 2018) In addition, collaboration with industry is needed to ensure the suitability of the curriculum with the needs of the job market. (Schmidt et al., 2016) Thus, the Career Center can increase the readiness and satisfaction of graduates in facing future career challenges. (Lent et al., 2018)

4. Conclusion

Career adaptability had a significant positive effect on the perception of career feasibility with T- statistics of 2,861.

Career welfare has a significant effect on career adaptability with T-statistics of 31,969.

Career welfare also had a significant effect on the perception of career feasibility with T-statistics of 5,732. Organizational identity affects career adaptability with T- statistics 16,829.

Organizational identity has a significant effect on the perception of career feasibility with T-statistics of 13,727.

The results of the study show the interaction between organizational identity, career adaptability, and career well-being. The Career Center is advised to focus on strengthening the organization's identity and the career well-being of students and alumni. The development of a comprehensive program can increase individual readiness to face the challenges of the world of work.

Suggestion

Based on research on "Grand Design of the Organizational Identity of the UIN Jakarta Career Center," there are several suggestions for further development. First

The application of longitudinal research methods can provide insights into changes in career well-being over time. Second, a comparative analysis of career programs between universities is needed to evaluate the effectiveness of existing policies. Third, increased collaboration with industry will expand internship and employment opportunities for graduates. Fourth, the provision of up-to-date job market information is very important to help students in planning their careers. Finally, the development of national standards for career programs will facilitate more effective administration at universities.

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