

University of Wah Journal of Management Sciences  
Volume 7 (Issue 2), December 2023, pp. 1-17

## Individuals' Resources and Employability: Roles of Human and Social Capital and the Labor Market Competitiveness

<sup>1</sup>Qudsia Jabeen \*, <sup>2</sup>Muhammad Mustafa Raziq <sup>a, b</sup>, <sup>3</sup>John Lewis Rice

<b>Article History:</b>	<b>ABSTRACT</b>
<b>Received:</b> 7 <sup>th</sup> Oct, 2023	<b>Purpose:</b> The purpose of this study is to provide some insights related to the role of individual and work related factors for enhancing employability and offers some propositions for empirical testing.
<b>Revised:</b> 09 <sup>th</sup> Dec, 2023	<b>Design and Methodology:</b> The current study used literature search method by first searching available literature and then extracting information related to study variables. Further, past literature reviewed and synthesized for building a conceptual framework.
<b>Accepted:</b> 12 <sup>th</sup> Dec, 2023	<b>Findings:</b> An overarching theoretical framework developed which draws on conservation of resources theory, human capital and social capital theory. Based on these, it is focused on how individuals' resources can be best utilized for gaining employability. Resources, such as networking and mastery orientation may help to build employability within and outside the organization. Labor market competitiveness may also play a role and can strengthen the relationship between individual factors and employability.
	<b>Implications:</b> Present study extends the employability literature by explaining the mechanism and interaction of individual, social factors and labor market competitiveness for employability enhancement. The current work holds significant contribution for the practitioners to guide them about how to increase the human potential to full extent. So, that organizational competitiveness can be improved. Also this study provides managers with valuable insights about factors responsible for enhancing the employee's employability.
	<b>Keywords:</b> Employability, Resources, Networking, Mastery orientation, Labor market, Human capital, Social capital.

### 1. Introduction

The labor market conditions changed drastically after Covid-19 and led to turbulent organizational environments and economic downturns in most parts of the world including European and Asian countries (Weerasombat et al., 2022). This scenario also led to technological changes, globalization and changes in employment conditions which in turn increase the demand for flexible and employable workers (Dinh et al., 2023). Considering this, employability became

prominent phenomenon in literature as well as among workers (De Vos et al., 2021; Fugate et al., 2021).

Employability concept emerged during 1990's (Thijssen et al., 2008) and it help employees to adapt career mobility attitudes (De Lange et al., 2021; Nilsson & Ellström, 2012), so, they can switch jobs within and outside the organization without any difficulty (Fugate et al., 2021; Wong & Mohd Rasdi, 2015). Forrier and Sels (2003) posited that the concept of life time employment is eroded day by day and ability of employees to survive in internal and external labor market guarantees a successful career (Peeters et al., 2019). Few studies in the past explore employability from these dimensions such as Groot and De Brink (2000) distinguished the internal and external mobility of employees. They suggested external employability as the ability of an individual to move through similar job in some other organization and internal employability as the capability to perform the same job efficiently (Eby et al., 2003; Heijde & Van Der Heijden, 2006; Rothwell & Arnold, 2007).

Several studies proposed positive outcomes of employability such as employees' task performance (Camps & Rodríguez, 2011), well-being, job satisfaction (Gowan, 2012), career satisfaction (Nauta et al., 2009), employees' positive emotions, affective commitment, self-esteem (Fugate & Kinicki, 2008) and increased employment opportunities (Van Harten, Knies, & Leisink, 2016). Many studies have also indicated various determinants of employability such as education, training and development, mobility supporting activities (Groot & De Brink, 2000; Veld et al., 2015), Psychological capital resources (Bakari, & Khoso, 2017), job related qualifications, competency development (Wittekind et al., 2010), openness initiative, tenure, perceived organizational support, career development support (Van Dam, 2004) self-efficacy, culture (Nauta et al., 2009), job resources, HR practices (Hetty van Emmerik et al., 2012; Van Harten et al., 2016), core self-evaluations (Onyishi, Enwereuzor, Ituma, & Omenma, 2015), protean career attitudes (Lin, 2015) especially in Pakistan (Zafar et al., 2017) and career competencies (Blokker et al., 2019).

Literature has mainly emphasized on the individual factors responsible for enhancing employability and less attention has been paid to the contextual factors (De Vos et al., 2021). The role of work context in the development of employability has been ignored such as studying the role of market competitiveness (Almeida, 2007) which have been studied only in relation to graduate employability (Donald et al., 2018; Krasna et al., 2021). The literature demands a composite framework of resources which include work context factors (Akkermans et al., 2023) and its link with individual factors to explain the employability enhancement process (Dinh et al., 2023; Forrier et al., 2018). Henceforth, this study proposes that the interaction between resources (both personal and learned), social networking (Khan, 2021), mastery approach and labor market competitiveness can help individuals to achieve meaningful employment ability.

The various resources serve as core ingredients for employees to enhance employability in a composite way. Vanhercke et al., (2014) suggested that employability can be best understood through the lens of conservation of resource (COR) theory by Hobfoll (1989). COR theory advocates the phenomenon of personal resources as a signal of control and mastery through which individuals have confidence in their abilities to hold and protect such resources for their internal and external employability (De Cuyper et al., 2012). However, employability cannot be solely explained with a

single theory and needs to be grounded with an overarching theoretical framework. Therefore, theories such as human capital theory (Becker, 1993), social capital theory (Baker, 2000) and conservation of resource theory (as presented here in this study) in an integrated form better explain the various determinants of employability.

In this regard, human capital theory in the present study suggests that learned resources (organizational skills and occupational expertise) lead to both dimensions of internal and external employability. Social capital theory argues gaining success through personal relationships and thus, is appropriate to explain the mechanism of networking behaviors and work context factors for employability development. The present paper seeks to advance the literature of employability from its resource development perspective and presents several propositions to be tested empirically in future.

To this end, we first discuss employability phenomenon. Second, we describe various resources of employability. Third, we formulate conceptual linkages and present propositions based on available past literature. Lastly, we present discussion based on previous study results and implications. Future research directions and conclusion of the study are presented at the end of paper.

## **2. Literature Review**

### **2.1 Conceptualizing Employability**

There exist several studies on the notion of employability in past (Clarke, 2009) because the economic conditions were fluctuating during 1970's and 1980's and increased trend of globalization led the organizations in competitive situation (Nauta et al., 2009; Schyns et al., 2007). The scenario grabs the researchers' attention to highlight and find out the causes and implications of employability on workers and unemployed individuals. Thijssen et al., (2008) describe the historical development of employability and explain it as a phenomenon being studied from 1955 and tested empirically in late 1990's. McQuaid and Lindsay (2005) also provide details of the development of employability concept and its historical evolution based on seven versions of employability concepts namely dichotomic employability (opposite poles of employable and unemployable), socio-medical employability, Manpower policy employability, flow employability, labor market performance employability, initiative employability and interactive employability.

The definition of employability portrayed from various contexts such as from education, psychology and human resources (Romgens et al., 2020). The conceptual definition changed over last 30 to 40 years and has been used differently in positive or negative connotations. Such as positively the employability concept is related to labor market mobility (De Vos et al., 2021) and negatively it has been taken as a struggle people make with low self-management capabilities (Thijssen et al., 2008) and lack of job security (Schyns et al., 2007; Wittekind et al., 2010). Vanhercke et al. (2014) described employability in its simplest form as a combination of two words, employment and ability, which means a person's ability to get employment. Generally defined by Forrier and Sels (2003) as a person's ability to attain or maintain a job. Broadly Thijssen et al. (2008,

p. 168) defined it as “the possibility to survive in the internal or external labor market”. Thus, the conceptualization of employability phenomenon in literature necessitates the inclusion of its important dimensions. Fugate et al. (2004) shed light on the employability dimensions and its applications. They conceptualize it as a psycho-social construct, a phenomenon related to enhance individuals' competencies and to advance their career with personal knowledge, skills and abilities and other characteristics (KSAO'S). It is a person-centered approach related to the three dimensions of career identity, personal adaptability and social and human capital (McArdle et al., 2007). Aligned with the concept of personal competencies and skills, Heijde and Van Der Heijden (2006) proposed the competence based approach of employability. They put forth five dimensions of employability such as 1) occupational expertise, which is more related to other four general skills including 2) anticipation and optimization (proactivity), 3) personal flexibility, 4) corporate sense and 5) balance (between employers and own interest). The two major dimensions of employability are internal and external dimensions (Lin, 2015). Few studies in past have explored employability from these dimensions. In the light of human capital theory Groot and De Brink (2000) distinguished the internal and external mobility of employees. They suggested that investment efforts of training and education by the company enhances the internal mobility of employees but reduces the external mobility. They define external employability as the ability of an individual to move through similar job in some other organization. Internal employability is the capability to perform the same job efficiently (De Vos et al., 2021).

In lieu to that most of the literature stressed the importance of employability at the individual level who are responsible for their own employability (Iles et al., 1996; Rothwell & Arnold, 2007). This aspect largely ignored the role of other economic and market related factors which can have a great impact on employability thus, employability depends on the interaction of both individual and labor market factors (McQuaid & Lindsay, 2005).

## **2.2 Individuals Resources Affecting Employability**

Hobfoll, Johnson, Ennis, and Jackson (2003) described personal resources as the abilities and characteristics of individuals to cope with challenging situations and adaptability to resist dynamic circumstances. Among the intrinsic and personal resources of individuals, personality has its distinctive place because people have different personalities, which affect their attitudes and responses. Personality characteristics have been classified in many ways by researchers in past, such as proactive personality (Chiaburu, Baker, & Pitariu, 2006; Presbitero, 2015), Machiavellianism, self-monitoring, self-esteem, optimism and locus of control (Lau & Shaffer, 1999) A-type and B-type personality characteristics (Billing & Steverson, 2013).

### **2.2.1 Proactive Personality**

Proactive personality is the most effective individual difference variable responsible for coping with change and initiate developmental career activities (Seibert et al., 2001). Proactive personality depicts proactive behaviors Hobfoll et al., (2003) in individuals therefore they are more likely to explore external an internal opportunities for self-improvement (Seibert, Crant, & Kraimer, 1999). Meta-analysis of Fuller Jr and Marler (2009) describe that according to literature proactivity among employees is more related to the employability characteristics and lead toward career success. Presbitero (2015) put forth proactivity processes in career development of employees and emphasizes the need to be proactive in one's own career planning and career enacting in order to face dynamic organizational or industrial environment.

### ***2.2.2 Self-Monitoring***

Self-Monitoring is one of the important personality attributes to be studied in relation to employability literature. It has been considered as a self-motivating factor for maintaining one's career progress and goal setting to achieve career targets (Presbitero, 2015). Self-monitoring is the individual difference variable, which is responsible for sensing and responding to the social situations appropriately and monitor behaviors according to the social cues (Turban & Dougherty, 1994). Hence, it is a crucial factor in maintaining the employment ability. As high self-monitors are better able to take advantage of situations that can lead towards career attainment within and outside the organization. Study of Kilduff and Day (1994) proposed that self-monitoring personality is more likely to be associated with higher career mobility and internal organizational promotions therefore in line with literature it would be interesting to study the process through which self-monitoring affecting internal and external employability.

### ***2.2.3 Political skill***

Political skill defined by Ferris et al. (2005, p. 127) as "the ability to effectively understand others at work, and use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives". Thus, political skill have been characterized as ability, a major form of individual difference variable necessary to survive in work environment (Gentry et al., 2013). Organizations today have been considered as political arenas where political skill is necessary for career survival (Munyon et al., 2015). Politically skilled individuals influence others in a way to build confidence and trust and by hiding their actual motives for achieving desired outcomes (Liu et al., 2007). Todd et al. (2009) studied political skill as responsible for bringing out the positive career consequences such as career satisfaction, promotions and perceived external marketability.

### ***2.3 Learned resources of employability***

Specific set of skills are required to manage one's career and these skills can be derived from various resources provided in employee's external or social environment. These resources are categorized in this study as learned resources. Some scholars viewed these resources differently

such as meta-skills resources. Finch et al. (2016) propose that listening, communication, teamwork, adaptability, social sensitivity, time management, goal orientation and task completion are the most important meta-skills required to enhance employability. Based on previous literature meta-skills can also be categorized as interpersonal and organizational skills. These skills are critical because they enable one to effectively communicate within the organization and outside the organization for building strong relations thus, managing and exploring career opportunities (Bambacas & Patrickson, 2008). These skills if possessed by employees are known as learned resources of individuals necessary for employability development.

### ***2.3.1 Organizational skills***

One of the types of learned resources are organizational skills, which include the general management skills. Organizational skills are part of employability skills necessary for enhancing work performance and to meet organizational objectives (Rosenberg et al., 2012). Employers expect both management and technical skills from employees however, management skills are considered more important than technical skills (Y.-L. Huang & Lin, 2010). The management and technical skills are alternatively conceptualized as organizational soft and hard skills necessary for performing job. Soft skills are defined as those intangible skills, abilities and personal attributes, which are not a part of technical knowledge and can be used within the work environment (Chamorro-Premuzic et al., 2010). Robles (2012) suggested a list of ten skills (integrity, communication, courtesy, responsibility, interpersonal skills, positive attitude, professionalism, flexibility, teamwork skills, and work ethics) that are considered most important workplace skills, which are expected from employees and recommend investigating these skills in future. The most important facet of organizational skills is the interpersonal skills, which help to effectively communicate within the organization and outside the organization for building strong relations and to manage employment. (Bambacas & Patrickson, 2008).

### ***2.3.2 Occupational expertise***

Another important facet of learned resource conceptualized in this study is occupational expertise. It has been defined as the expertise needed to perform the various tasks and responsibilities of a job adequately (Van Der Heijden et al., 2009, p. 20). Occupational expertise also termed as professional expertise is known as one of the major job resource and comprises different dimensions such as knowledge, meta-cognitive knowledge, skills, social recognition, growth and flexibility (Johanna & van der Heijden, 2000). Occupational expertise later became an important part of employability conceptualization (Heijde & Van Der Heijden, 2006). Occupational expertise play a vital role in career development and increases the employability orientation of employees (Evers et al., 2011; Van Der Heijden et al., 2009).

### ***2.3.3 Networking***

Networking defined by Forret and Dougherty (2004, p. 420) as “individuals' attempts to develop and maintain relationships with others who have the potential to assist them in their work or career”. Individuals try to build and maintain contacts with other colleagues and with supervisors for the support they needed to assist them in their career. Therefore, networking behaviors have strong relationship with career success. In past literature networking found to be related with social capital. Social capital constitute resources, information and protection a person has due to the relationships like support provided from colleagues during work (de Janasz & Forret, 2008). Social capital and the relationship individual build have important implication for the career success outcomes. People differ in their ability to build and maintain contacts with others for taking benefits. Networking behaviors have also been categorized as internal networking (contacts within the organization) and external networking behaviors (contacts and relationships outside the organization) (Forret & Dougherty, 2001; Y. McCallum et al., 2014). Networking is a very important factor in career success both objective form of salary progression and promotions and subjectively career satisfaction (Mohd Rasdi, N. Garavan, & Ismail, 2013). Networking is also used for job mobility and for boundary less career as person utilize social relationships for switching a better desired job (Gowan, 2012; Wolff & Moser, 2009, 2010). Therefore, it is vital factor for career success and internal and external employability (Mohd Rasdi et al., 2012).

#### ***2.3.4 Mastery orientation***

The concept of mastery orientation stems from the goal orientation theory. Goal orientation have dichotomous conceptualization of mastery orientation and performance orientation (Dysvik & Kuvaas, 2010). Mastery orientation is the self-belief of having dynamic attributes, which lead to improve one's performance by exerting efforts (Janssen & Van Yperen, 2004). Both mastery and performance orientation have been described under the umbrella of achievement goal theory, which explained that individuals are strongly motivated to achieve their goals by mastering the tasks and activities needed to reach their high-performance goals (Lee et al., 2010). Employees having mastery goal approach are intrinsically motivated to master a challenging task and perform effectively based on their competence and capabilities (I. Wong Humborstad et al., 2014). Human capital in the form of mastery oriented individuals have better comprehensibility towards learning new things and tasks and they have high resistance when face any difficulty (Ford, Smith, Weissbein, Gully, & Salas, 1998; Zarankin, 2008). Thus, in the present study mastery orientation of employees proposed as influential factor for internal employability rather than external due to its relevance to task or job-related dimension.

The overall argument for the present study is grounded into three theoretical foundations of employability, namely conservation of resource theory (COR) (Hobfoll, 1989), human capital theory (Becker, 1993) and social capital theory (Baker, 2000). This is presented in an overarching theoretical framework (see Figure 1).

## 2.4 Conceptual Development and Propositions

The resource building for employees' employability and how it improves one's capability for well-being in the internal and external labor market. This argument draws upon mainly COR theory suggesting that possession of resources improves well-being. Now the question involved what resources are needed and how resources are most effective for shaping employability and when these resources work best in different situations. The main tenet of conservation theory is the utilization of individual's personal resources like proactivity, self-monitoring and political skills as proposed in this study. As Yang and Chau (2016) posits positive impact of proactive personality on career success of employees in terms of enhancing their internal and external marketability. Similarly, the construct of self-monitoring personality has also been studied with its impact on career related outcomes especially promotions within the organization and high outside career mobility (Kilduff & Day, 1994). Previous literature indicates that political skills have positive impact on career success (Blickle et al., 2010) in the form of increased hierarchical position and career satisfaction (Ferris et al., 2008), promotions and perceived external job mobility (Todd et al., 2009). Therefore, we can propose that these personal resources are important resource reservoirs and are responsible for enhancing employability of employees.

### ***P1: Personal resources positively influence an individual's employability.***

Personal resources are not sufficient for gaining both internal and external market competencies and capabilities. So, here learned resources from individual's external environment play pivotal role like that of organizational skills and occupational expertise. These resources are best explained using human capital theory as most of the employability research drawing on human capital theory suggests that job related skills, learning and mastering job related tasks proves to enhance employability. Rosenberg et al. (2012) suggested organizational skills are basic component of employability skills, which employers look forward to in employees and thus can help to maintain job. In a similar way, Evers et al. (2011) suggested occupational expertise as one of the key variable to determine career progress and employability.

### ***P2: Learned resources positively influence an individual's employability.***

There is a social environment from which individual learn skills and interact with others for self-improvement. So, role of social capital cannot be neglected here as skills and learning cannot be gained in isolation. One has to seek other's support and communicate to learn more from their experiences. In the present study, networking enhances employability under the umbrella of social capital theory. Especially, individual's possessing strong personality resources and learned skills or expertise are more prone to network and socialize better for increasing their employability. Several scholars emphasized the role of personality to predict networking behaviors and the impact of personality on career outcomes (Lau & Shaffer, 1999; Lyons et al., 2015). So, networking is an important factor to boost individual's employability for future empirical investigation.

### ***P3: Personal and learned resources have positive impact on individual's networking which further enhance their employability.***

Another important resource for employability development is mastery orientation of individuals. The dynamic capability of mastering tasks and competence is necessary for employees to gain career success and job development opportunities (Asuquo & Inaja, 2013). Organizations are keen to seek such employees who have mastery learning approach and does not require much training to save cost and to create competitive advantage (Y.-M. Huang, 2016). Asuquo and Inaja (2013) suggest that individuals with traits of optimism, persistence, risk-taking, planfulness, flexibility and teamwork develop mastery orientation thus, be more determined to attain career success and employability. This led us to propose that mastery orientation developed from personality traits and learning skills and expertise play a vital role to enhance employability.

***P4: Personal and learned resources have positive impact on mastery orientation which further enhance employability.***

So far, we have integrated the conceptual linkages between the conservation of resource theory explaining personal resources along with the learned resources. Such as job-related skills, expertise and mastery through human capital theory and building social alliances/ networking for career progression through social capital. Apart from that a broader context is missing, which makes its place here in the form of competitiveness in the labor market. Individuals today are not bound with a single organization and keep changing their work and profession to meet the need of labor market. There is greater competition in the modern economy to maintain as well as sustain employability for long period of time. The level of competitiveness in the labor market may enhance individuals' employability. Resources such as networking (social contacts) and task mastery can only play their part when employees respond well to the needs of dynamic labor market and have competitive abilities. Competition in the labor market is increasing day by day and compel employees to develop new skills, which can make them more employable (Joo & Ready, 2012) Individual employees can attain more dynamic capabilities and overcome rapidly to the external market changes for gaining competitive advantage (Harraf et al., 2015; Zanjirchi et al., 2017) So, it is proposed that:

***P5: Labor market competitiveness moderates the relationship between individual's networking and employability and between mastery orientation and employability.***

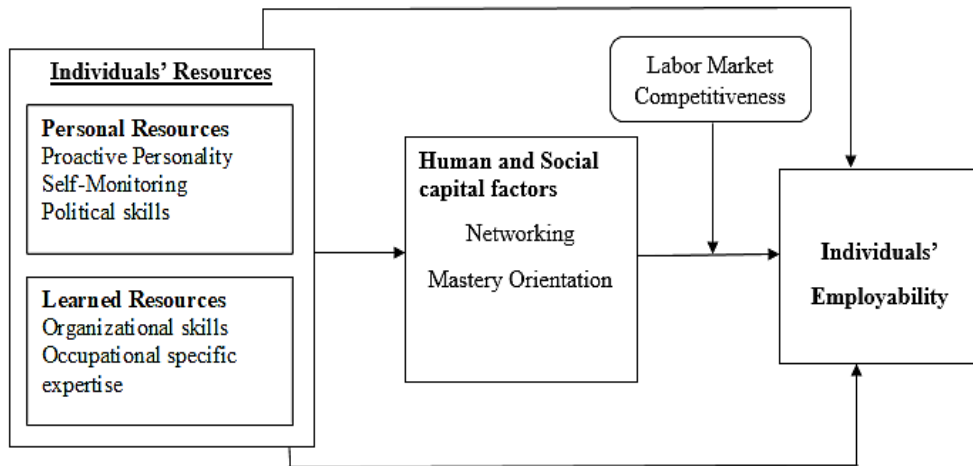


Figure 2.1. Research Model

### 3. Discussion

The aim of current study is to guide individual employees in many ways such as getting employment and to achieve career success by being capable of planning their own career strategies. The current work presents some personal factors responsible for enhancing individuals' employability. Past studies also emphasized the role of few personal resources, such as Psychological capital resources (Bakari, & Khoso, 2017), Core self-evaluations (Onyishi et al., 2015), Career competencies (Blokker et al., 2019). Contextual variables have also been tested in relation to employability such as job resources, organizational support and HR practices (Hatty van Emmerik et al., 2012; Van Dam, 2004). However, the current study provides a guiding framework constituting both personal and contextual variables responsible for employability enhancement.

Through this study, employees would better be able to assess their own competencies by developing goals and to handle setbacks of career with mastery orientation approach and by building appropriate networks. The current work may enable individuals to define and shape their marketability matched with external market demands and competitiveness. It would also be helpful in developing understanding of employees who want to move from current organization to explore better career opportunities in similar industries. In this way, the conceptual framework of the study energizes and encourages both organizations and individuals to capitalize on the benefits of employability and thus, contribute towards sustainable employment and their well-being. From a societal perspective, this study contributes to enhancing individual career success and increasing their career competencies, which boosts human capital of organizations. The organizational success is a symbol of prosperous economy of a developing country, which needs human potential to maximize the revenues.

### **3.1 Implications of the Study**

The current study extends the employability literature by explaining the mechanism and interaction of individual level factors, social networking and labor market competitiveness for employability enhancement. The present study also holds significant contribution for the practitioners to guide them about how to increase the human potential to full extent. So, that organizational competitiveness can be improved and demands of current labor market can be met. The study provides managers with valuable insights about factors responsible for enhancing the employee's employability and lighten up their ways to invest on their employees in appropriate way. The study also contributes to help organizations and management professionals to plan strategies for retaining employees by focusing on their employability to build commitment of competent employees. Thus, avoiding turnover of employees, which can contribute towards the success of organization. This study also contributes to management practices by monitoring and evaluating the competences of employees, which helps to plan future strategy of company policies.

### **3.2 Limitations and Recommendations**

The present paper gives some propositions to be tested empirically in future to address the question involved what resources are most effective for shaping individuals' employability. However, the model as a whole cannot be tested rather few resources such as personal resources e.g., political skills can be studied along with individuals' tendencies to develop networks for enhancing their employability. Similarly, learned resources e.g., occupational expertise and the mediating role of mastery approach can also guarantee a significant addition to the employability research. In addition to that, some demographic factors such as age or employee experience can also be tested along with resources because they may have an impact on individual's employability. Akkermans et al., 2023 also suggested that with age and time employability may vary thus it should be tested overtime. Furthermore, labor market competitiveness should also be analyzed as a contextual factor. This variable is important to study in context of employability and may be tested alongside its dimensions to elaborate the model. Henceforth, we offer several opportunities for future research aiming to boost employability for those who are employed but seeking rewarding jobs.

The current paper offers a comprehensive review of possible resources for the employability enhancement of employees working especially in the private sectors where there is less job security – and also, by keeping in view the characteristics of turbulent labor market today, there is crucial need of investigating such factors which could help make employees more self-reliant in shaping and advancing their career by being more employable. Therefore, the propositions could be tested empirically drawing on employees working under dynamic employment conditions such as project-based organizations. Many studies tested determinants and resources for employability mentioned in the current study but a comprehensive framework including the impact of macro level variables should also be tested. In this regard, competition in the labor markets of developing countries should

be analyzed as most of the studies relevant to employability only address the European market competitiveness (Nilsson & Ellström, 2012).

#### 4. Conclusion

This paper attempts to make several significant theoretical contributions to the employability literature by putting the fragmented antecedents in a composite way. It also extends the micro theory of employability resources as well as offers some for the macro level overarching theories (e.g., conservation of resource theory, human capital and social capital theory). The present work suggested few practical implications for management. The present research aims to unravel various predictors of employability and extend the employability literature by analyzing both personal and contextual factors. While there has been extensive literature available on several antecedents of employability, this study takes a route offering a rather comprehensive examination of various factors responsible for increasing employability of employees, such as personal and learned resources, networking and mastery orientation and role of labor market competitiveness to aid in the development of resources of employees. Previous literature focus on either personal resources or social context only which reflected only half of the employability stance. Thus, the current study provides a unique contribution towards employability and career development literature.

#### References

- Akkermans, J., Donald, W. E., Jackson, D., & Forrier, A. (2023). Are we talking about the same thing? The case for stronger connections between graduate and worker employability research. *Career Development International*, (ahead-of-print).
- Asuquo, P., & Inaja, A. E. (2013). Fostering sustainable career development and employability among young people in the changing world of work: Employers' perspective. *Procedia-Social and Behavioral Sciences*, 84 (1), 1492-1499. doi: 10.1016/j.sbspro.2013.06.778
- Baker, W. E. (2000). *Achieving Success Through Social Capital: Tapping the Hidden Resources in Your Personal and Business Networks* (1st ed.). San Francisco: Jossey-Bass.
- Bakari, H., & Khoso, I. (2017). Psychological determinants of graduate employability: A comparative study of business and agriculture students across Pakistan. *Business & Economic Review*, 9(4), 111-138.
- Bambacas, M., & Patrickson, M. (2008). Interpersonal communication skills that enhance organisational commitment. *Journal of Communication Management*, 12(1), 51-72.
- Becker, G. S. (1993). *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education* (3rd ed.). Chicago: University of Chicago Press.
- Blickle, G., Oerder, K., & Summers, J. K. (2010). The impact of political skill on career success of employees' representatives. *Journal of Vocational Behavior*, 77(3), 383-390.
- Camps, J., & Rodríguez, H. (2011). Transformational leadership, learning, and employability: Effects on performance among faculty members. *Personnel Review*, 40(4), 423-442.

- Chamorro-Premuzic, T., Arceche, A., Bremner, A. J., Greven, C., & Furnham, A. (2010). Soft skills in higher education: Importance and improvement ratings as a function of individual differences and academic performance. *Educational Psychology, 30*(2), 221-241.
- Chiaburu, D. S., Baker, V. L., & Pitariu, A. H. (2006). Beyond being proactive: what (else) matters for career self-management behaviors? *Career Development International, 11*(7), 619-632.
- Clarke, M. (2009). Plodders, pragmatists, visionaries and opportunists: career patterns and employability. *Career Development International, 14*(1), 8-28.
- De Cuyper, N., Mäkikangas, A., Kinnunen, U., Mauno, S., & Witte, H. D. (2012). Cross-lagged associations between perceived external employability, job insecurity, and exhaustion: Testing gain and loss spirals according to the conservation of resources theory. *Journal of organizational behavior, 33*(6), 770-788.
- de Janasz, S. C., & Forret, M. L. (2008). Learning the art of networking: A critical skill for enhancing social capital and career success. *Journal of Management Education, 32*(5), 629-650.
- De Lange, A. H., Van der Heijden, B., Van Vuuren, T., Furunes, T., De Lange, C., & Dijkers, J. (2021). Employable as we age? A systematic review of relationships between age conceptualizations and employability. *Frontiers in Psychology, 11*, 605684.
- De Vos, A., Jacobs, S., & Verbruggen, M. (2021). Career transitions and employability. *Journal of Vocational Behavior, 126*, 103475.
- Dinh, N. T., Dinh Hai, L., & Pham, H.-H. (2023). A bibliometric review of research on employability: dataset from Scopus between 1972 and 2019. *Higher Education, Skills and Work-Based Learning, 13*(1), 1-21.
- Dysvik, A., & Kuvaas, B. (2010). Exploring the relative and combined influence of mastery-approach goals and work intrinsic motivation on employee turnover intention. *Personnel Review, 39*(5), 622-638.
- Eby, L. T., Butts, M., & Lockwood, A. (2003). Predictors of success in the era of the boundaryless career. *Journal of organizational behavior, 24*(6), 689-708.
- Evers, A. T., Kreijns, K., Van der Heijden, B. I., & Gerrichhuizen, J. T. (2011). An organizational and task perspective model aimed at enhancing teachers' professional development and occupational expertise. *Human Resource Development Review, 10*(2), 151-179.
- Ferris, G. R., Blickle, G., Schneider, P. B., Kramer, J., Zettler, I., Solga, J., . . . Meurs, J. A. (2008). Political skill construct and criterion-related validation: A two-study investigation. *Journal of Managerial Psychology, 23*(7), 744-771.
- Ferris, G. R., Treadway, D. C., Kolodinsky, R. W., Hochwarter, W. A., Kacmar, C. J., Douglas, C., & Frink, D. D. (2005). Development and validation of the political skill inventory. *Journal of Management, 31*(1), 126-152.
- Finch, D. J., Peacock, M., Levallet, N., & Foster, W. (2016). A dynamic capabilities view of employability: exploring the drivers of competitive advantage for university graduates. *Education+ Training, 58*(1), 61-81.
- Ford, J. K., Smith, E. M., Weissbein, D. A., Gully, S. M., & Salas, E. (1998). Relationships of goal orientation, metacognitive activity, and practice strategies with learning outcomes and transfer. *Journal of Applied Psychology, 83*(2), 218.
- Forret, M. L., & Dougherty, T. W. (2001). Correlates of networking behavior for managerial and professional employees. *Group & Organization Management, 26*(3), 283-311.

- Forret, M. L., & Dougherty, T. W. (2004). Networking behaviors and career outcomes: differences for men and women? *Journal of organizational behavior*, 25(3), 419-437.
- Forrier, A., De Cuyper, N., & Akkermans, J. (2018). The winner takes it all, the loser has to fall: Provoking the agency perspective in employability research. *Human Resource Management Journal*, 24 (8), 511-523. doi:10.1111/1748-8583.12206
- Forrier, A., & Sels, L. (2003). The concept employability: A complex mosaic. *International journal of human resources development and management*, 3(2), 102-124.
- Fugate, M., & Kinicki, A. J. (2008). A dispositional approach to employability: Development of a measure and test of implications for employee reactions to organizational change. *Journal of occupational and organizational psychology*, 81(3), 503-527.
- Fugate, M., Kinicki, A. J., & Ashforth, B. E. (2004). Employability: A psycho-social construct, its dimensions, and applications. *Journal of Vocational Behavior*, 65(1), 14-38. doi:10.1016/j.jvb.2003.10.005
- Fugate, M., Van der Heijden, B., De Vos, A., Forrier, A., & De Cuyper, N. (2021). Is what's past prologue? A review and agenda for contemporary employability research. *Academy of Management Annals*, 15(1), 266-298.
- Fuller Jr, B., & Marler, L. E. (2009). Change driven by nature: A meta-analytic review of the proactive personality literature. *Journal of Vocational Behavior*, 75(3), 329-345.
- Gentry, W. A., Leslie, J. B., Gilmore, D. C., Ellen III, B. P., Ferris, G. R., & Treadway, D. C. (2013). Personality and political skill as distal and proximal predictors of leadership evaluations. *Career Development International* 18(6), 569-588.
- Gowan, M. A. (2012). Employability, well-being and job satisfaction following a job loss. *Journal of Managerial Psychology*, 27(8), 780-798.
- Groot, W., & De Brink, H. M. V. (2000). Education, training and employability. *Applied economics*, 32(5), 573-581.
- Harraf, A., Wanasika, I., Tate, K., & Talbott, K. (2015). Organizational agility. *Journal of Applied Business Research*, 31(2), 6750-686.
- Heijde, C. M., & Van Der Heijden, B. I. (2006). A competence-based and multidimensional operationalization and measurement of employability. *Human resource management*, 45(3), 449-476.
- Hetty van Emmerik, I., Schreurs, B., De Cuyper, N., Jawahar, I., & Peeters, M. C. (2012). The route to employability: examining resources and the mediating role of motivation. *Career Development International*, 17(2), 104-119.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American psychologist*, 44(3), 513-524.
- Hobfoll, S. E., Johnson, R. J., Ennis, N., & Jackson, A. P. (2003). Resource loss, resource gain, and emotional outcomes among inner city women. *Journal of personality and social psychology*, 84(3), 632-643. doi:10.1037/0022-3514.84.3.632
- Huang, Y.-L., & Lin, C.-T. (2010). Management trainee core competencies in the hospitality industry: Differences between managers and scholars. *Journal of Human Resources in Hospitality & Tourism*, 10(1), 1-13.
- Huang, Y.-M. (2016). Networking behavior: from goal orientation to promotability. *Personnel Review*, 45(5), 907-927.

- I. Wong Humborstad, S., GL Nerstad, C., & Dysvik, A. (2014). Empowering leadership, employee goal orientations and work performance: A competing hypothesis approach. *Personnel Review*, 43(2), 246-271.
- Iles, P., Forster, A., & Tinline, G. (1996). The changing relationships between work commitment, personal flexibility and employability: An evaluation of a field experiment in executive development. *Journal of Managerial Psychology*, 11(8), 18-34.
- Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, 47(3), 368-384.
- Johanna, B. I., & van der Heijden, M. (2000). The development and psychometric evaluation of a multidimensional measurement instrument of professional expertise. *High Ability Studies*, 11(1), 9-39.
- Joo, B.-K., & Ready, K. J. (2012). Career satisfaction: The influences of proactive personality, performance goal orientation, organizational learning culture, and leader-member exchange quality. *Career Development International*, 17(3), 276-295.
- K. Billing, T., & Steverson, P. (2013). Moderating role of Type-A personality on stress-outcome relationships. *Management Decision*, 51(9), 1893-1904.
- Khan, S. (2021). Does the knowledge sharing self-efficacy moderate the relationship between knowledge collecting behavior and social networking?. *UW Journal of Management Sciences*, 5(1), 27-43.
- Kilduff, M., & Day, D. V. (1994). Do chameleons get ahead? The effects of self-monitoring on managerial careers. *Academy of Management Journal*, 37(4), 1047-1060.
- Lau, V. P., & Shaffer, M. A. (1999). Career success: The effects of personality. *Career Development International*, 4(4), 225-231.
- Lee, O. F., Tan, J. A., & Javalgi, R. (2010). Goal orientation and organizational commitment: Individual difference predictors of job performance. *International Journal of Organizational Analysis*, 18(1), 129-150.
- Lin, Y.-c. (2015). Are you a protean talent? The influence of protean career attitude, learning-goal orientation and perceived internal and external employability. *Career Development International*, 20(7), 753-772.
- Liu, Y., Ferris, G. R., Zinko, R., Perrewé, P. L., Weitz, B., & Xu, J. (2007). Dispositional antecedents and outcomes of political skill in organizations: A four-study investigation with convergence. *Journal of Vocational Behavior*, 71(1), 146-165.
- Lyons, S. T., Schweitzer, L., & Ng, E. S. (2015). Resilience in the modern career. *Career Development International*, 20(4), 363-383.
- McArdle, S., Waters, L., Briscoe, J. P., & Hall, D. T. T. (2007). Employability during unemployment: Adaptability, career identity and human and social capital. *Journal of Vocational Behavior*, 71(2), 247-264. doi:10.1016/j.jvb.2007.06.003
- McQuaid, R. W., & Lindsay, C. (2005). The concept of employability. *Urban studies*, 42(2), 197-219.
- Mohd Rasdi, R., Garavan, T. N., & Ismail, M. (2012). Networking and managers' career success in the Malaysian public sector: The moderating effect of managerial level. *European Journal of Training and Development*, 36(2/3), 195-212.

- Mohd Rasdi, R., N. Garavan, T., & Ismail, M. (2013). Networking behaviours and managers' career success in the Malaysian public service: The moderating effect of gender. *Personnel Review*, 42(6), 684-703.
- Munyon, T. P., Summers, J. K., Thompson, K. M., & Ferris, G. R. (2015). Political skill and work outcomes: A theoretical extension, meta-analytic investigation, and agenda for the future. *Personnel Psychology*, 68(1), 143-184.
- Nauta, A., Vianen, A., Heijden, B., Dam, K., & Willemsen, M. (2009). Understanding the factors that promote employability orientation: the impact of employability culture, career satisfaction, and role breadth self-efficacy. *Journal of occupational and organizational psychology*, 82(2), 233-251.
- Nilsson, S., & Ellström, P.-E. (2012). Employability and talent management: challenges for HRD practices. *European Journal of Training and Development*, 36(1), 26-45.
- Onyishi, I. E., Enwereuzor, I. K., Ituma, A. N., & Omenma, J. T. (2015). The mediating role of perceived employability in the relationship between core self-evaluations and job search behaviour. *Career Development International*, 20(6), 604-626.
- Peeters, E., Nelissen, J., De Cuyper, N., Forrier, A., Verbruggen, M., & De Witte, H. (2019). Employability capital: A conceptual framework tested through expert analysis. *Journal of Career Development*, 46(2), 79-93.
- Presbitero, A. (2015). Proactivity in career development of employees: The roles of proactive personality and cognitive complexity. *Career Development International*, 20(5), 525-538.
- Robles, M. M. (2012). Executive perceptions of the top 10 soft skills needed in today's workplace. *Business Communication Quarterly*, 75(4), 453-465.
- Rosenberg, S., Heimler, R., & Morote, E.-S. (2012). Basic employability skills: a triangular design approach. *Education+ Training*, 54(1), 7-20.
- Rothwell, A., & Arnold, J. (2007). Self-perceived employability: development and validation of a scale. *Personnel Review*, 36(1), 23-41. doi:10.1108/00483480710716704
- Schyns, B., Torka, N., & Gössling, T. (2007). Turnover intention and preparedness for change: Exploring leader-member exchange and occupational self-efficacy as antecedents of two employability predictors. *Career Development International*, 12(7), 660-679.
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology*, 84(3), 416-427.
- Seibert, S. E., Kraimer, M. L., & Crant, J. M. (2001). What do proactive people do? A longitudinal model linking proactive personality and career success. *Personnel Psychology*, 54(4), 845-874.
- Thijssen, J. G., Van der Heijden, B. I., & Rocco, T. S. (2008). Toward the employability—link model: current employment transition to future employment perspectives. *Human Resource Development Review*, 7(2), 165-183. doi:10.1177/1534484308314955
- Todd, S. Y., Harris, K. J., Harris, R. B., & Wheeler, A. R. (2009). Career success implications of political skill. *The Journal of Social Psychology*, 149(3), 279-304.
- Turban, D. B., & Dougherty, T. W. (1994). Role of protégé personality in receipt of mentoring and career success. *Academy of Management Journal*, 37(3), 688-702.
- Van Dam, K. (2004). Antecedents and consequences of employability orientation. *European Journal of Work and Organizational Psychology*, 13(1), 29-51.

- Van Der Heijden, B., Boon, J., Van der Klink, M., & Meijs, E. (2009). Employability enhancement through formal and informal learning: an empirical study among Dutch non-academic university staff members. *International journal of training and development*, 13(1), 19-37.
- Van Harten, J., Knies, E., & Leisink, P. (2016). Employer's investments in hospital workers' employability and employment opportunities. *Personnel Review*, 45(1), 84-102. doi:10.1108/PR-05-2014-0115
- Vanhercke, D., De Cuyper, N., Peeters, E., & De Witte, H. (2014). Defining perceived employability: a psychological approach. *Personnel Review*, 43(4), 592-605.
- Veld, M., Semeijn, J., & Vuuren, T. v. (2015). Enhancing perceived employability: An interactionist perspective on responsibilities of organizations and employees. *Personnel Review*, 44(6), 866-882.
- Weerasombat, T., Pumipatyothin, P., & Napathorn, C. (2022). Understanding employability in changing labor market contexts: the case of an emerging market economy of Thailand. *Sustainability*, 14(16), 10436.
- Wittekind, A., Raeder, S., & Grote, G. (2010). A longitudinal study of determinants of perceived employability. *Journal of organizational behavior*, 31(4), 566-586.
- Wolff, H.-G., & Moser, K. (2009). Effects of networking on career success: a longitudinal study. *Journal of applied psychology*, 94(1), 196-206.
- Wolff, H.-G., & Moser, K. (2010). Do specific types of networking predict specific mobility outcomes? A two-year prospective study. *Journal of Vocational Behavior*, 77(2), 238-245.
- Wong, S. C., & Mohd Rasdi, R. (2015). Predictors of protean career and the moderating role of career strategies among professionals in Malaysian Electrical and Electronics (E & E) Industry. *European Journal of Training and Development*, 39(5), 409-428.
- Y. McCallum, S., L. Forret, M., & Wolff, H.-G. (2014). Internal and external networking behavior: An investigation of relationships with affective, continuance, and normative commitment. *Career Development International*, 19(5), 595-614.
- Yang, F., & Chau, R. (2016). Proactive personality and career success. *Journal of Managerial Psychology*, 31(2), 467-482.
- Zafar, J., Farooq, M., & Quddoos, M. U. (2017). The relationship between protean career orientation and perceived employability: A study of private sector academics of Pakistan. *Journal of Management Sciences*, 4(2), 133-145.
- Zanjirchi, S. M., Jalilian, N., & Mirhoseini, A. (2017). Risk-agility interactive model: a new look at agility drivers. *Journal of Modelling in Management*, 12(4), 690-711.
- Zarankin, T. G. (2008). A new look at conflict styles: goal orientation and outcome preferences. *International Journal of Conflict Management*, 19(2), 167-184.