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Factors Influencing Employee Job Security In Jakarta: A Basis For Formulating Human Resource Management Strategies In The Digital Transformation Era

***Eric Supandy[1], Liestyaningrum Rahmadhani Wisnu Putri[2]**
[1,2]Management, Sekolah Tinggi Ilmu Ekonomi Wiyatamandala, Jakarta, Indonesia

Correspondence*:
Address: WYM Main Campus, Jalan Mangga Dua Raya No. 8, Jakarta Barat, Indonesia, 11110 | e-mail: ericsupandy@gmail.com

Abstract

Objective: The goal of this study is to examine how digital literacy, the level of support provided by the organization, opportunities for career growth, and the ability to find employment together affect the sense of job security among employees during Jakarta's digital transformation period. The goal is to establish a solid foundation of evidence to create effective human resource management approaches that can handle the unpredictability and changes in labor needs caused by fast technological development.
Design/Methods/Approach: This study employed a quantitative survey method to gather primary data, which was collected through questionnaires distributed to a sample of 167 employees in Jakarta.The participants were between the ages of 18 and 59 and had at least one year of work experience. The data was examined using multiple linear regression analysis in SPSS version 25.This process involved conducting tests for validity and reliability, checking classical assumptions, and performing hypothesis testing with T-tests, F-tests, and analysis of R squared.
Findings: The study discovered that digital literacy, support from the organization, opportunities for career growth, and the ability to find employment all have a positive and significant impact on job security. Together, these four factors explain 83% of the differences in how secure employees feel about their jobs. Organizational support was found to be the most significant predictor, with a coefficient of 0.314, followed by employability.
Originality/Value: This study presents a distinctive and comprehensive model that explores how both individual skills and organizational elements collectively influence job security, with a specific focus on the workforce in Jakarta. It tackles an important research gap by offering real-world evidence from Indonesia's main economic center, where fast digital changes are greatly affecting the job market, yet this area has not been thoroughly examined before.
Practical/Policy implications: Organizations in Jakarta should emphasize thorough human resource strategies that extend beyond technical execution to place greater emphasis on the human aspect. Since organizational support is the main factor that affects job security, management should create environments that are supportive by ensuring open communication, implementing fair policies, and providing consistent feedback. It is important to carry out reskilling, upskilling, and digital literacy initiatives in order to lessen the feeling of job insecurity and support the workforce's ability to adapt over time.

***Keywords**: Job Security, Digital Literacy, Organizational Support, Career Development, Employability.*

Klasifikasi JEL: M42, M48 [penulis harus menambahkan 1-3 nomor klasifikasi JEL, panduan informasi untuk Journal of Economics Literature (JEL) dapat ditemukan di https://www.aeaweb.org/jel/guide/jel.php]

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Introduction

The increasing development of digital technology today has demanded faster adaptation and brought changes in most aspects of our lives (Sutrisno, 2026), including the employment sector. This change is brought about by rapid technological advances and shifts in work patterns that are increasingly flexible and digital based (Puspita et al., 2025). The adoption of technologies such as artificial intelligence (AI), big data, and the Internet of Things (IoT) is creating a smarter and more connected work environment in supporting organizational efficiency, increasing competitiveness, and providing more meaningful experiences for employee (Nazarudin & Kuswinarno, 2024). Digitalization also carries psycho social risks in the form of increased cognitive load, technological adaptation stress, and feelings of loss of control over work (Firmansyah et al., 2026). Innovations such as artificial intelligence and automation have transformed the way work is done and required workers to adapt to new tools and systems. Furthermore, many traditional jobs are beginning to be replaced by machines, raising concerns about the security of human employment in the future (Kusumasari et al., 2024). Technological advances also give some opportunities to increase productivity, provide quality public services, and create new jobs market (Alayida et al., 2023). Machines and technology can change the way people work, but they can also be use as a substitute for repetitive administrative tasks (Riswan & Sihotang, 2025). Digitalization not only creates new types of jobs but also significantly eliminates various conventional job such as manual and repetitive jobs(Achni et al., 2025).

The issues surrounding job stability during digital transformation are not limited to Indonesia but have also become a concern on a global scale. In various countries, advancements in technology have transformed job structures by raising the need for digital skills, while at the same time causing uncertainty for workers whose jobs are at risk of being automated. Studies in 28 European countries showed that e-learning and digital skills are closely linked to job security, suggesting that developing digital abilities regularly can help people keep their jobs more stable (Cerda et al., 2017). Research in China found that digital literacy enhances employment opportunities, offers more work flexibility, and improves job quality by helping individuals better adapt to changes in the labor market (Zhang, 2025). These international findings show that having digital skills has become a key factor in keeping jobs secure. In Jakarta, As the economic and business hub of Indonesia, the process of digital transformation has sped up in many different sectors, leading to a greater need for digital skills while also raising worries about job security. The quick increase in the use of automation and artificial intelligence has sparked conversations about how prepared the workforce is, especially focusing on whether workers have the necessary skills and support from their organizations to stay competitive as job conditions continue to change. However, results from developed countries might not accurately reflect the situation in emerging economies like Indonesia, where variations in workers' skills, job market setups, and company operations could affect how employees view job stability.

According to Majalah SENTA Kementrian Ketenagakerjaan (2025), The growth of platform based work and other digital employment opportunities has led to more flexibility in the labor market. Many workers in the digital economy still experience job uncertainty because they have limited access to social protection, inconsistent earnings, and lack sufficient legal safeguards. In addition, data from Statistics Indonesia (BPS) show that the percentage of informal workers rose to 59.40%, which corresponds to about 86.58 million workers as of February 2025. Throughout 2025, over 88,519 workers experienced job losses, throughout 2025, while technological advancements and artificial intelligence accelerated changes in required job skills (Arif, 2026).Recent reports show that about 220,000 graduates are still without jobs, and roughly 50,000 workers have lost their jobs because of changes in technology. As the primary economic and business center of Indonesia, Jakarta encounters similar challenges as many organizations integrate digital technologies, which has made employee job security a growing concern (Prayoga, 2026).

Digital literacy is a form of multidimensional literacy that includes understanding and using media, information, technology, communication, and the knowledge of both software and hardware in different forms and at various levels (Malotiya et al., 2019). In a workplace context, stronger digital literacy skills may help employee adapt more efficiently to technological developments and improve their work performance.

Organizational support refers to how an organization evaluates the contributions of its employees and pays attention to their well-being, leading to a complete and thorough understanding of the support

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provided by the organization(Jing & Yang, 2022),employee who feel their organization values their contributions, resulting in employee advancement, work engagement, and well being, will feel more motivated and strengthen their job security (Imran et al., 2020).

Career development is is the systematic process of developing employees to take on new and high roles in the work environment (Hosen et al., 2024). Career development allows employee to improve their competencies and prepare for future career opportunities. Therefore, career development can contribute to a stronger perception of job security among employee.

Employability generally refers to a person's capacity to obtain and keep a job. This particular ability is important for society, individuals, and organizations as well(Kühn, 2024). employees with high employability tend to possess the skills and abilities required to adapt to changing work environments. Consequently, stronger employability may reduce concerns about job loss.

Job security refers to how likely someone is to keep their job, and the higher the job security, the more certain they are to stay in their position, the lower the risk of losing their job (Marane & Asaad, 2025). employee with a higher sense of job security tend to experience lower levels of uncertainty and concern regarding potential job loss. Therefore, job security is considered an important factor that can influence employee attitudes, motivation, and overall performance in the workplace.

Research on job security was conducted to provide an overview of employee job security and the factors that influence it. Factors such as digital literacy, organizational support, career development, and employability are considered important in shaping employee' confidence regarding the continuity of their employment. Therefore, examining these factors may provide a better understanding of employee job security in the context of digital transformation. This information can be used by organization to formulate more effective human resource management strategies, particularly in facing the challenges of digital transformation.

Previous research has shown mixed results when it comes to identifying the factors that influence job security for employee during the time of digital transformation. While many studies have pointed out the significance of digital literacy, some have focused on organizational support, career growth, or job prospects as major factors. Moreover, most earlier research looked at these factors individually or within different industries and regions, offering little information on how they affect job security for employee in Jakarta. There is not much research that looks closely at how these factors affect an employee job security.

Based on the description above, it appears that there is still uncertainty regarding the main factors influencing employee job security in the era of digital transformation, particularly in the context of the workforce in Jakarta. Previous studies have tended to discuss aspects of digitalization, employability, and career development separately, but have not comprehensively examined the influence of these factors on job security in a single, integrated research model. This study was carried out to examine the factors that affect job security, which will serve as a foundation for developing human resource management strategies. The study will examine several factors such as digital literacy, organizational support, career development, and employability as independent variables, with job security serving as the dependent variable.

Literature Review and Hypotheses Development

Digital transformation has increased uncertainty in the workplace due to changing skill requirements and job automation. This has impacted employee perceptions of job security. In this context, The job insecurity theory suggests that people feel worried about their jobs being lost or changing, especially when they are going through such situations right now. Job insecurity is seen as something that looks ahead because it shows what people expect might happen in the future, like losing their jobs (Medina et al., 2023). In this situation, an individual's ability to adapt to technology is an important factor. Digital literacy enables employees to understand and utilize technology effectively, thereby increasing their ability to maintain employment. Digital literacy not only reflects technical abilities but also plays a role in reducing job uncertainty in the era of digital transformation. employee with high levels of digital literacy tend to be better to understand technological changes, so they have a better perception of control over their work and feel more secure in maintaining their jobs. Previous studies by (Burgard & Seelye, 2016)showed that job insecurity is associated with negative employee outcomes, demonstrating that uncertainty regarding

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employment continuity can influence employees psychological responses and perceptions toward their work situation. These situations may occur due to various workplace changes,

including technological transformation, automation, and organizational restructuring. For instance, the use of automation systems can decrease the demand for repetitive tasks, leading employees to concern themselves with the chance that their positions might be taken over by these systems. Digital transformation can lead to uncertainty for employees who feel they do not have enough skills to keep up with new technologies. Organizational changes, including restructuring or modifications to work processes, can also lead to increased worries among employees about their future job security. These conditions show that job insecurity comes not just from losing a job but also from employees feeling worried about possible risks to their continued employment.

Besides personal reasons, the way a company operates also affects how people feel about their job safety. Organizational support can be understood through the Social Exchange Theory, which looks at how the relationship between employee and the organization influences how secure they feel about their jobs. When workers feel that their company supports and appreciates them, they are more likely to feel confident about keeping their job because they believe the company wants to keep them around. In the Indonesian workplace setting, support from the organization through fair policies, clear communication, performance feedback, adequate leave policies, training & development opportunities and employee development programs can enhance employees belief that the organization appreciates their efforts and aims to build a lasting relationship with them. This belief can help employees feel more certain about their job security.

Career development is a crucial factor in enhancing employee job sustainability. According to Signaling Theory, organization can send signals to employee through various policies and practices designed to reduce uncertainty (Widhiatmoko & Sucipto, 2025). Career development programs, such as training, promotions, and career planning, signal the organization commitment to employee career growth and sustainability. These good signs can make employee feel more confident that the company appreciates their work and wants to keep them for a long time, which helps them to feel more secure.

Employability reflects an individuals ability to obtain and maintain employment. From the perspective of Human Capital Theory, which emphasizes the importance of knowledge, skills, and competencies in increasing employee productivity and labor market value, employee with high levels of employability possess the knowledge, skills, talents, attitudes, and traits that enable them to adapt to evolving job demands (Putri, 2025). This ability increases the perception of control over their future career, thereby reducing fear of job loss and strengthening a sense of job security.

These four variables do not stand alone, but rather represent a combination of individual and organizational factors that interact to shape perceptions of job security in a digitized work environment.

Job security is an individuals perception of the future sustainability of their employment and their level of confidence that their job will remain safe from the risk of termination. High levels of job security can increase feelings of security, job satisfaction, and organizational commitment, while low levels of job security can cause anxiety and decrease employee performance.

Previous research has looked at employee job security from different angles, such as how organizations adopt new technologies, the level of support provided by the company, opportunities for career growth, and the ability of employees to find new jobs if needed. However, many existing studies tend to examine individual factors or organizational factors on their own, which leads to a limited understanding of how these factors together affect employees' perceptions of job security during digital transformation. Moreover, there is a lack of empirical research on job security within the context of rapid digital transformation, particularly among employees in Jakarta. Although Jakarta serves as one of Indonesia's primary economic hubs, its workforce is significantly exposed to technological changes and shifting job demands, yet studies focusing on this aspect remain scarce. Therefore, this study tackles this gap by creating a comprehensive model that looks at how digital literacy, organizational support, career development, and employability affect an employee's job security.

Hypotheses Development

Based on the theoretical basis before, the hypotheses for this research is:

H1: Digital Literacy has an impact on employee Job Security.

H2: Organizational Support has an impact on employee Job Security.

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H3: Career Development has an impact on employee Job Security.
H4: Employability has an effect on employee Job Security.
H5: Digital Literacy, Organizational Support, Career Development, and Employability simultaneously influence employee Job Security.

Research Framework

Based on the theoretical basis and hypotheses that have been formulated, this research framework describes the relationship between independent variables and dependent variables as follows:

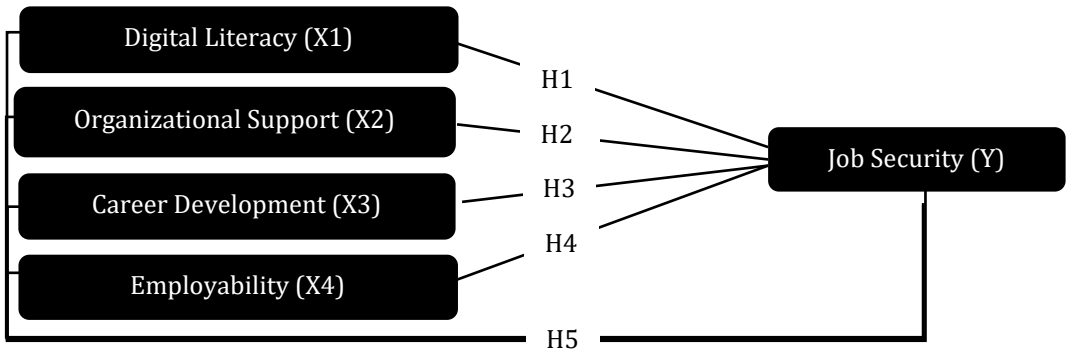


Figure 1. Research Framework

Method

Types and Sources of Data

This research uses a quantitative approach through a survey to examine how digital skills, support from the organization, career growth, and the ability to get a job affect job security. The main information came from online questionnaires distributed for a period of approximately 1.5 months and the additional information was gathered from published materials and past research papers.

Population and Sample

A population is all individuals, objects, or events that are the primary subjects of investigation in a study (Susanto et al., 2024). The sample in this study was all employees aged 18–59 who had worked in Jakarta for at least 1 year in the past year. Jakarta was chosen because it serves as the economic and business center of Indonesia, experiencing significant acceleration in digital transformation, making it relevant for assessing job security. A minimum of 1 year was chosen because workers will experience the digital changes occurring in their office from their first day to a year or more of their contracts.

A sample can be defined as a smaller group selected from a larger population to represent the characteristics being studied. The use of a sample enables researchers to collect and analyze data more efficiently while still allowing conclusions to be drawn regarding the broader population (Susanto et al., 2024).The sampling technique used was purposive sampling and the sample size in this study was set at 167 respondents. This number was chosen considering the limitations of time, cost, and research access, yet it was still adequate for quantitative analysis. Based on Green's rule (Suprayitno & Nasution, 2022), a minimum of 108 respondents was required for this study with four predictors. The final sample consisted of 167 respondents, exceeding the minimum requirement.

Table 1. Operational Definition of Variables

Variables	Indicator
Digital Literacy (X1)	technical skills, information, digital communication (Fuada et al., 2025).
Organizational Support (X2)	appreciation, attention, support from superiors/companies, justice (Sari & Darmastuti, 2022).

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Career Development (X3)	self development, career opportunities, career planning (Katidjan et al., 2017).
Employability (X4)	skills, adaptation, confidence, career flexibility (Hanapi et al., 2018)
Job Security (Y)	long term stability, sense of security, uncertainty (Khofiyah et al., 2025), (Pangesti, 2025).

To get the needed information, questionnaires were given to people. These questionnaires used a 5 point Likert scale to assess the variables in the study. The data was then analyzed using SPSS 25.

Data Analysis Techniques

In this study, multiple linear regression was used to look at how several different factors are connected to one main outcome. This method was picked because it can look at how multiple different factors affect one main outcome at the same time or in parts. Besides that, multiple linear regression helps researchers find out which factors have the biggest impact and gives clear, number based results.This makes sure the regression model is reliable and works well. This analysis consists of several tests, as follows:

1. Validity Test
   According to (Marar et al., 2023), validity test is used to ensure that the scale measures what it is intended to measure.
2. Reliability Test
   Based on the explanation by (Karnia, 2024), Reliability testing is conducted to determine whether a measurement instrument can consistently generate stable results when applied repeatedly under similar conditions.
3. Classical Assumption Test
   The tests used in research using linear regression consist of normality, multicollinearity, and heteroscedasticity tests.
4. Multiple Regression Test
   According to (Harris & Gleason, 2022), this is a procedure to analyze the relationship of several independent variables and a dependent variable.

$$Y = a + b_1X_1 + b_2X_2 + + b_3X_3 + b_4X_4 + e$$

   Description: Y = job security, a = Constant, b_1= Coefficient for X_1, b_2= Coefficient for X_2, b_3 = Coefficient for X_3, b_4 = Coefficient for X_4 , X_1= digital literacy, X_2= organizational support, X_3 = career development, X_4 = employability, e = Standard error sig
5. Hypothesis Testing

According to (Saprullah et al, 2023), Hypothesis test is a test to determine whether or not our data sample is representative of the population as a whole. A data sample is a selection of items from a larger population for the purposes of analysis; the larger population includes all available items.

Result and Discussion

This study involved 167 workers in the Jakarta area. Respondents were classified based on gender and age:

Table 2. Gender of Respondents

Gender	Number of respondents	Percentage
Women	91	54.5%
Men	76	45.5%
Total	167	100%

Sources: Primary data processed by the author (2026)

Table 3. Age of Respondents

Age	Number of respondents	Percentage
18-28 Years	50	29.9%

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29-39 Years	59	35.3%
40-54 Years	33	19.8%
55-59 Years	25	15%
Total	167	100%

Sources: Primary data processed by the author (2026)

Validity Test

Table 4. Validity Test Result

Statement	R Count	</>	R Table	Information
DL 1	0.912	>	0.1510	Valid
DL 2	0.867	>	0.1510	Valid
DL 3	0.873	>	0.1510	Valid
DL 4	0.840	>	0.1510	Valid
OS 1	0.880	>	0.1510	Valid
OS 2	0.838	>	0.1510	Valid
OS 3	0.864	>	0.1510	Valid
OS 4	0.829	>	0.1510	Valid
CD 1	0.794	>	0.1510	Valid
CD 2	0.774	>	0.1510	Valid
CD 3	0.759	>	0.1510	Valid
CD 4	0.669	>	0.1510	Valid
EM 1	0.869	>	0.1510	Valid
EM 2	0.843	>	0.1510	Valid
EM 3	0.796	>	0.1510	Valid
EM 4	0.826	>	0.1510	Valid
JS 1	0.873	>	0.1510	Valid
JS 2	0.809	>	0.1510	Valid
JS 3	0.871	>	0.1510	Valid
JS 4	0.891	>	0.1510	Valid

Sources: Primary data processed by the author (2026)

The results summarized in Tables 4 show that all item correlation values are higher than the required r-table benchmark of 0.1510. Therefore, all indicators can be considered valid and suitable for representing the variables examined in this research.

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Reliability Test

Table 5. Reliability Test Result

Variables	Cronbach Alpha	</>	Reliability Standards	Information
X1	0.896	>	0.6	Reliable
X2	0.874	>	0.6	Reliable
X3	0.741	>	0.6	Reliable
X4	0.854	>	0.6	Reliable
Y	0.883	>	0.6	Reliable

Sources: Primary data processed by the author (2026)

The reliability analysis demonstrates that each variable achieved a Cronbach's Alpha value greater than 0.60. These findings suggest that the research instrument has satisfactory reliability and can consistently measure the intended variables.

Normality Test

Table 6. Normality Test Result

N		167
Normal Parameters	Mean	.0000000
	Std. Deviation	.37624527
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.038
Test Statistic		.059
Asymp. Sig. (2-tailed)		.200

Sources: Primary data processed by the author (2026)

Results from the normality evaluation reveal that the significance level reached 0.200, which is greater than the accepted cut-off value. Accordingly, the residual data distribution can be classified as normal, indicating that the regression assumptions are adequately met.

Multicollinearity Test

Table 7. Multicollinearity Test Result

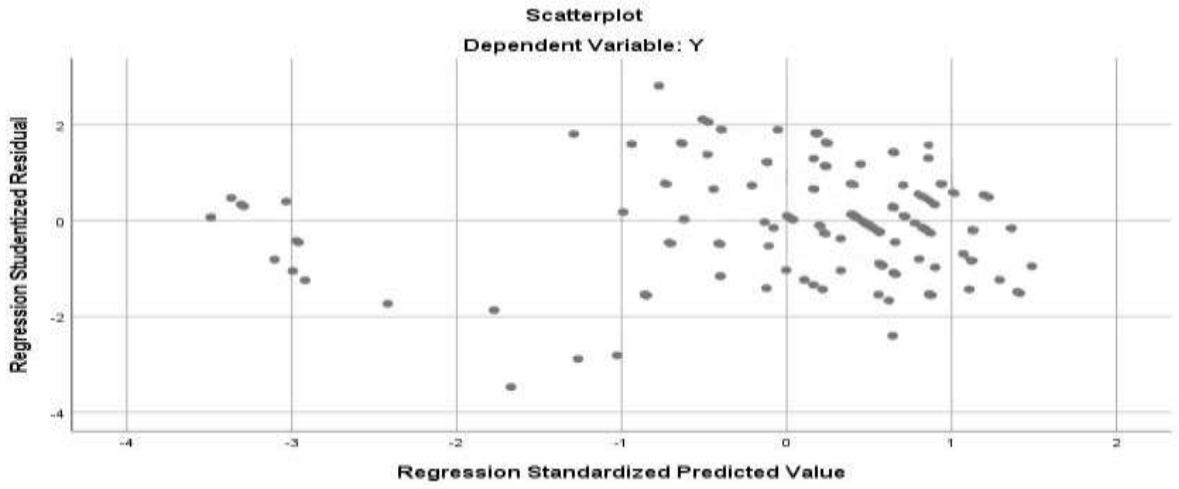
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.194	.162		-1.197	.233		
	X1	.234	.060	.228	3.872	.000	.303	3.305
	X2	.292	.047	.314	6.169	.000	.405	2.467
	X3	.257	.055	.206	4.664	.000	.539	1.856
	X4	.310	.072	.289	4.304	.000	.234	4.270

Sources: Primary data processed by the author (2026)

The multicollinearity analysis confirm that the independent variables are free from excessive correlations. Since all Tolerance and VIF values meet the accepted criteria, each predictor contributes uniquely to the regression model.

Heteroscedasticity Test

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Sources: Primary data processed by the author (2026)

Figure 2. Heteroscedasticity Test Result

Observation of the scatterplot indicates a random distribution of residual points across the graph without forming a consistent or identifiable pattern. This condition indicates the absence of heteroscedasticity within the regression model.

Regression Test

Table 8. Regression Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.194	.162		-1.197	.233		
	X1	.234	.060	.228	3.872	.000	.303	3.305
	X2	.292	.047	.314	6.169	.000	.405	2.467
	X3	.257	.055	.206	4.664	.000	.539	1.856
	X4	.310	.072	.289	4.304	.000	.234	4.270

Sources: Primary data processed by the author (2026)

$$Y= -0.194+0.234X1+0.292X2+0.257X3+0.310X4$$

The equation shows that digital literacy (X1), organizational support (X2), career development (X3), and employability (X4) have a positive influence on job security (Y).

R Test

Table 9. R Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911	.830	.825	.38086

Sources: Primary data processed by the author (2026)

The R^2 obtained in this analysis reached 0.830, meaning that the independent variables account for 83% of the variation in Job Security. The remaining 17% may be influenced by additional factors that were not included in this study.

T Test

Table 10. T Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

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1	(Constant)	-.194	.162		-1.197	.233		
	X1	.234	.060	.228	3.872	.000	.303	3.305
	X2	.292	.047	.314	6.169	.000	.405	2.467
	X3	.257	.055	.206	4.664	.000	.539	1.856
	X4	.310	.072	.289	4.304	.000	.234	4.270

Sources: Primary data processed by the author (2026)

X1 → Y: The significance value of Digital Literacy is below the 0.05 threshold (0.000), indicating a positive and significant contribution to Job Security.

X2 → Y: The findings suggest that Organizational Support exerts a significant positive influence on Job Security.

X3 → Y: Career Development was identified as having a significant positive association with Job Security,

X4 → Y: Employability demonstrated a significant positive contribution toward Job Security.

F Test

Table 11. F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.358	4	28.589	197.093	.000b
	Residual	23.499	162	.145		
	Total	137.857	166			

Sources: Primary data processed by the author (2026)

The simultaneous test show that F value is 197.093 and significance level below 0.05 (0.000), this result show that this model is statistically significant. This result suggests that Digital Literacy, Organizational Support, Career Development, and Employability collectively influence Job Security.

DISCUSSION

This study was carried out to investigate the factors influencing employee job security within the workforce in Jakarta, providing an empirical foundation for developing human resource management strategies during the period of digital transformation. Digital transformation has brought about both opportunities to improve organizational efficiency and challenges that raise concerns about job security, highlighting the importance of identifying the factors that reinforce employee sense of job security. This study differs from many earlier ones that looked at these factors individually or in various industries and locations, by assessing their impact within the specific context of Jakarta. The goal is to determine which factor has the greatest influence on employee job security.

The findings support all proposed hypotheses. Specifically, Digital Literacy (H1), Organizational Support (H2), Career Development (H3), and Employability (H4) were found to have a positive and significant impact on Job Security. Among these variables, Organizational Support (X2) was the strongest predictor (β = 0.314), showing that employee feelings about their job security are affected not just by their own skills but also by how much they feel supported by their organization. Employability was found to be the second most significant factor. Additionally, the simultaneous analysis (H5) showed that these four variables together accounted for 83% of the variation in Job Security, with the remaining 17% likely due to other factors that were not considered in this study. These results align with earlier research and established theoretical viewpoints.

H1: Digital Literacy has an impact on employee Job Security.

The findings support the first hypothesis, demonstrating that Digital Literacy positively and significantly affects Job Security. employees with stronger digital competencies are generally more capable of adapting to technological developments and workplace changes. employees with higher digital literacy skills possess a better perception of job safety and reduces perceived employment vulnerability, because they can effectively navigate technological changes and adapt to evolving work demands. This is in line with

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uncertainty reduction theory, higher digital literacy allows employee to better understand technological shifts, providing a greater sense of control and reducing the fear of job loss. It was consistent with (Duriga et al., 2025), which saying that digital literacy enhances employee productivity and preparedness for technological changes, suggesting that employees with stronger digital competencies are more capable of adapting to dynamic work environments.

The relationship between digital capabilities and job security is also supported by previous research conducted across 28 European countries by (Cerda et al., 2017). The study found that e-learning and e-skills were significantly associated with employment security, suggesting that continuous digital learning can improve employees' ability to maintain or achieve more secure employment conditions. These findings indicate that digital competencies are increasingly important in helping workers adapt to changes in the labor market. Similarly, the present study demonstrates that digital literacy contributes positively to employee job security among workers in Jakarta, as employees with stronger digital capabilities may feel more prepared to face technological changes and evolving job demands. Similar evidence was also found in China, where research by (Zhang, 2025)based on the China Family Panel Studies (2014–2022) demonstrated that digital literacy significantly improves employment opportunities, work flexibility, and job quality. The study suggests that individuals with stronger digital literacy are better equipped to adapt to labor market changes and reduce employment risks. These findings support the argument that digital competencies can enhance employees' confidence in maintaining their employment during periods of technological change. While the previous study examined the broader effects of digital literacy on employment outcomes in China, the present study extends this perspective by focusing on how digital literacy contributes to employees' perceived job security within organizations undergoing digital transformation in Jakarta.

However, while previous research emphasized digital learning systems and e-skills at a broader labor market level across European countries, this study extends the discussion by examining digital literacy as an individual capability influencing perceived job security within an organizational context during digital transformation in Jakarta. For companies in Jakarta, the significant influence of digital literacy indicates the importance of preparing employees to face rapid technological adoption. Organizations should provide continuous digital training, particularly in areas related to artificial intelligence, digital collaboration tools, and data based decision making, to ensure that employees are able to adapt to changing job requirements. This is particularly relevant for companies in Jakarta, where many industries are accelerating digital transformation and automation processes.

H2: Organizational Support has an impact on Job Security.

The results provide support for the second hypothesis, employee who receive sufficient assistance, recognition, and attention from their organization are more likely to develop stronger confidence regarding the stability of their work environment and future employment conditions, it's showing that Organizational Support has a significant positive relationship with Job Security. This finding supports social exchange theory, employee who feel valued and supported, perceive a mutual commitment with the organization, which strengthens their sense of job security.

Notably, Organizational Support emerged as the strongest predictor, with a Beta coefficient of 0.314. This is because, during times of digital transformation, employees need more than just the ability to adapt, they also need confidence from their organization that their job is secure in the future. Digital literacy and employability enable employees to adapt to technological changes, but organizational support fosters trust and a feeling of safety by showing that the organization appreciates employees efforts and is dedicated to their ongoing growth. From the viewpoint of Social Exchange Theory, employees who feel they receive more support from their organization are more likely to have positive feelings about it, which helps reduce their uncertainty and increases their feeling of job security.

Studies in the UAE by (Abudaqa et al., 2023) also highlight the role of organizational factors in influencing how employees view their job security. A research study conducted with employees in the oil and gas sector revealed that job security, which is considered a component of soft human resource management practices, is linked to higher levels of employee engagement. The results indicate that when companies offer job security and helpful human resources policies, workers tend to have better feelings about their workplace, which are built on trust and a sense of shared responsibility. When compared to this study, which centers on job security during digital transformation in Jakarta, these results show that

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organizational support continues to be a key factor in lowering employee uncertainty in various national settings.

For organizations operating in Jakarta, organizational support should become a primary priority because it is the strongest factor influencing employee job security. Companies should strengthen employee trust through transparent communication regarding digital transformation, fair employment policies, performance feedback, recognition programs, and opportunities for professional development. These practices are important because rapid technological changes may create uncertainty among employees regarding their future roles.

H3: Career Development has an impact on employee Job Security.

The analysis suggests that Career Development contributes positively to employee perceptions of Job Security by strengthening confidence regarding future career opportunities. Clear opportunities for self development and career advancement increase employee confidence in their future within the organization, this is consistent with signaling theory, clear career paths and training opportunities serve as positive signals that the organization intends to retain the employee long term.

Similar findings were reported by (Setiawan & Andriyana, 2025), who emphasized the important role of career development in strengthening employee commitment and workplace confidence. The availability of promotion opportunities and structured training programs provides employee with greater confidence regarding their future career prospects, which may contribute to stronger perceptions of job security. Similar evidence was found by (Mello et al., 2025)in international work contexts, where research involving 327 expatriates demonstrated that career adaptability and job scope positively influenced perceived career capital development. The findings highlight that opportunities for career growth and the ability to adapt to changing work environments are important elements in strengthening employees' career prospects. Although the previous study focused on expatriates rather than employees experiencing digital transformation, it supports the argument that career development opportunities can enhance employees' confidence regarding their future career continuity. Similarly, the present study shows that career development contributes positively to employee job security by providing clearer career pathways and signals of long-term organizational commitment. Research conducted in India also highlights the significance of career development in influencing how employees view their future job prospects. A study that included Indian repatriates by(Padmavathy & Thangavel, 2022)discovered that support from the organization in terms of career development significantly helped in lowering the desire to leave the job. Employees who felt they had more chances for career growth were more inclined to have a positive view of their organization. Although the earlier study looked at international assignments instead of digital transformation, it shows that support from organizations for employees' careers affects their confidence about their future with the company. The current research shows that career development enhances employees' sense of job security by offering more defined career paths and demonstrating the organization's long-term dedication to their growth.

Companies based in Jakarta should create organized career growth programs to assist employees in recognizing the potential paths and opportunities they may have within the company. Offering career development options, guidance through mentorship, and access to learning resources can show that companies value their employees' advancement, even as digital changes alter the nature of work.

H4: Employability has an effect on employee Job Security.

The findings support the fourth hypothesis, indicating that Employability has a positive and significant relationship with Job Security. From the perspective of human capital theory, employee with stronger competencies, broader knowledge, and higher adaptability are more likely to maintain confidence in their future employment prospects despite changes in the labor market. Earlier studies, including (Mahaputra et al., 2013), reported comparable results, highlighting that stronger employability may reduce feelings of employment insecurity and improve work related outcomes. Individuals with greater employability capabilities generally demonstrate better adaptability and stronger professional competencies, allowing them to respond more effectively to workplace changes and maintain a stronger perception of employment stability.

Earlier studies conducted in Switzerland by (Canzio., 2024) also looked into how people's sense of being able to find work relates to their feelings of job insecurity. The results indicated that employability can help some of the negative effects of job insecurity, especially by enhancing employees' capacity to

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handle uncertainty in their employment situation. However, having a good chance of getting a job might not completely ensure job security, which suggests that a person's skills should be backed by support from the organization. This finding aligns with the current study, which shows that employability has a positive impact on employee job security and also emphasizes the significance of organizational support during digital transformation. Another studies carried out in the Netherlands by (Prujit & Derogee., 2013) also back up the connection between employability and job security. The study emphasized the idea of "employacurity," which proposes that enhancing employability can serve as a different way to deal with employment uncertainty resulting from changes in technology and the economy. The results highlight that workers who keep improving their abilities and remain flexible are more likely to stay competitive in a labor market that is constantly evolving. The earlier research examined employment systems and policy approaches in the Netherlands, which aligns with the current study's claim that employability can boost employees' confidence about their future job prospects. In the case of Jakarta, workers who are more employable might feel more secure in their jobs because they have the skills and ability to adjust to changes brought about by digital transformation. This is in line with research by (Mueller & Robert, 2021) that has emphasized the significance of employability in determining individuals' level of confidence regarding their future careers. Studies carried out within the Australian higher education system revealed that students' views on their employability affected the way they assessed the worth of studying abroad and the effectiveness of career development programs. Although the earlier research looked at students instead of workers, it shows that being able to get a job is strongly linked to how people see their own capability to compete and achieve success in the job market. This study shows that in Jakarta, employees who have higher employability tend to feel more secure about their jobs. This is because workers with more skills, knowledge, and ability to adapt are better able to handle changes in job requirements brought about by digital transformation.

The impact of employability indicates that businesses in Jakarta should focus on improving their employees' skills to ensure their workforce remains flexible and able to adapt to changes. Organizations can help employees stay employed by offering training programs that focus on gaining new skills, improving existing skills, working across different functions, and building specific competencies. These initiatives enable employees to stay competitive and allow companies to develop a workforce that is more ready to handle new technologies.

H5: Digital Literacy, Organizational Support, Career Development, and Employability simultaneously influence employee Job Security.

The simultaneous analysis demonstrates that Digital Literacy (X1), Organizational Support (X2), Career Development (X3), and Employability (X4) collectively contribute significantly to Job Security.

This hypothesis is accepted. The simultaneous significance of the four variables indicates that job security in Jakarta is shaped by both individual competencies and organizational factors rather than a single determinant. This finding suggests that organizations should adopt integrated human resource strategies combining technological adaptation, employee development, and organizational support. The coefficient of determination (R^2 = 0.830) indicates that the regression model indicates that the selected variables account for a substantial proportion of variation in Job Security, reaching 83%, while the remaining proportion may be associated with external factors not examined in this study. The combined effect of these factors suggests that businesses in Jakarta should implement a unified approach to managing their human resources as they undergo digital transformation. Organizations should not concentrate solely on implementing technology but instead find a balance between adopting digital tools and providing support for employees, developing their skills, and promoting long-term career growth.

When compared to earlier research from other countries, this study's results reveal comparable trends, highlighting the significance of both personal skills and company-related factors in ensuring job stability for employees during digital transformation. Studies conducted in various countries show that having digital skills and being employable helps workers adjust to new technologies.At the same time, support from organizations helps lower uncertainty by offering needed resources, confidence, and chances for growth. This study offers a new viewpoint by showing that organizational support is the most significant factor in predicting employee job security for workers in Jakarta. This finding indicates that in an emerging economy setting, where digital transformation is happening at the same time as worries about job security, workers might value more the support and dedication from their organizations compared to their own ability to adapt individually. Therefore, although international research focuses on the role of

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technological preparedness and job opportunities, this study emphasizes the important part that supportive human resources practices play in boosting employee confidence during the process of digital transformation.

The results of this study align with current international research trends, showing that job security has evolved into a concept with multiple dimensions, including psychological, organizational, economic, and employee welfare factors. A recent study by (Hidayat et al., 2025) on job security research worldwide between 2020 and 2025 found that job security is now seen not just as the ability to keep a job but also as something shaped by both organizational and personal factors. Therefore, this study builds on previous ideas by showing through actual evidence that digital literacy, support from the organization, opportunities for career growth, and the ability to find new work all play a role in how employees in Jakarta feel about their job security during the process of digital transformation. Similar results have also been observed in other settings in developing countries. A research study by (Marane & Asaad, 2025) that involving telecommunications companies in Iraq revealed that job security played a significant role in affecting employee outcomes, especially in relation to their likelihood of intending to leave their jobs. The study highlighted that job security is connected not just to staying in a job over time, but also to employees' mental health, their financial situation, and how they see the company's long-term stability. When compared to these findings, this study goes beyond by deepening the understanding of job security. It looks at how both personal and workplace factors, such as digital literacy, support from the organization, opportunities for career growth, and an employee's ability to stay employed, influence how employees view job security during the process of digital transformation.

This study not only confirms the important impact of digital literacy, organizational support, career development, and employability on employee job security but also adds value to existing research by showing how significant these factors are within the context of digital transformation in Jakarta. The results show that organizational support is the main factor that affects job security. This indicates that employee feelings about their job security are influenced by both their own skills and the level of support, acknowledgment, and chances for advancement provided by their organization. This finding builds upon earlier research that mainly looked at these variables individually by offering a broader perspective on how personal and organizational factors work together to affect job security. This study provides further empirical evidence that can contribute to the growth of human resource management literature, especially within the context of digital transformation in emerging economies.

Conclusion and future direction

Conclusion

This research looked into the factors that affect job security for employees in Jakarta during the period of digital transformation. The results show that Digital Literacy, Organizational Support, Career Development, and Employability have a positive and significant effect on employees' job security. Among these factors, Organizational Support was found to be the strongest predictor ($\beta = 0.314$), emphasizing the significance of organizational commitment, recognition, and support in helping employees manage uncertainty during technological changes.

From a human resource management perspective, organizations need to develop strategies that foster employee adaptability and resilience amid technological changes. Strengthening organizational support, facilitating career development opportunities, improving digital competencies, and enhancing employee capabilities are essential approaches to help employees maintain job security in an increasingly dynamic work environment.

Future Direction

While this research provides a strong foundation, the study has limitations that may affect its external validity. The research was confined to the geographical area of Jakarta, and the sample size of 167 respondents, while statistically adequate for the model, was limited by time and cost constraints. Furthermore, as 17% of the factors influencing job security remain unexplained by this model, future research should aim for a broader geographical scope and explore other relevant variables such as organizational culture, leadership styles, or specific industry sector differences within the digital economy.

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investigating the remaining 17% of external factors will provide an even more comprehensive understanding of job security in Indonesia evolving digital landscape.

Implication

This study builds upon existing theories such as Job Insecurity Theory, Social Exchange Theory, Signaling Theory, and Human Capital Theory by showing that an employee's sense of job security is affected not just by changes in technology but also by factors related to the organization and the individual. The results show that organizational support, the ability to find work, knowledge of digital skills, and opportunities for career growth are key factors that influence how employees view job security.

In practice, this study offers guidance to organizations and human resource managers on creating effective human resource strategies as they undergo digital transformation. Since organizational support was found to be the most significant factor affecting job security, organizations should focus on building a supportive work environment by ensuring clear communication, implementing fair policies, providing regular performance feedback, acknowledging employee contributions, and promoting initiatives that enhance employee well being. Moreover, organizations should focus on improving employee skills and career prospects by implementing reskilling and upskilling initiatives, encouraging job rotation, and developing competencies through structured programs. They should also boost digital literacy by offering technology related training and support career growth through mentoring and clear career progression paths.

From a management perspective, companies in Jakarta should not just introduce new technologies but should also adopt thorough human resource strategies that focus on supporting the organization, enhancing employee skills, improving digital knowledge, and providing chances for career advancement. Enhancing these four areas can assist organizations in tackling employee worries about job security, increasing the ability of the workforce to adjust to changes, and boosting overall job stability throughout the process of digital transformation. Therefore, HR strategies must go beyond just implementing technology and should also focus on developing human capabilities and establishing strong organizational support systems to ensure long-term sustainability of the organization and stability of the workforce.

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