

## Determining Factors of Career Commitment Moderated by Self-Efficacy among Generation Y in the Banking Sector Using Social Cognitive Theory (SCT)

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### Abstract

The banking industry's future will be filled by Generation Y or millennials, who differ from previous generations in their behavior and characteristics. This study explores banking leaders and managers in better understanding the work values of Generation Y employees. This study examined the role of self-efficacy in moderating the relationship between work values, emotional intelligence, and career commitment among employees in the banking sector in Jakarta, Indonesia using Bandura's Social Cognitive Theory. The survey method was used to collect data from 350 employees in the Indonesian banking industry. The Statistical Package for Social Science (SPSS) version 23.0 was used as the main statistical analysis. The statistical results reveal a significant positive relationship between work values and emotional intelligence with career commitment. For implications, management should reconsider their practices in order to determine the best way to attract, retain, and integrate Generation Y employees into the workforce. It also highlights the limitations. Firstly, the sample was restricted to Gen Y employees in the banking sector located in Jakarta. Secondly, this study was cross-sectional, and the findings provided a snapshot of the phenomenon in a specific period. Suggestions for future research are to examine the relationship of other variables and career commitments across companies and industries.

### Keywords

Career Commitment; Self-Efficacy; Work Values; Emotional Intelligence; Generation Y; Social Cognitive Theory

Received: 11 February 2022; Accepted: 14 March 2022; Published Online: 30 April 2022

DOI: 10.21776/ub.apmba.2022.010.03.9

### Introduction

Human resources are a valuable resource for organizations seeking to achieve competitiveness. While they are the most valuable asset in an organization, they are also the most difficult to organize,

particularly given the current demographic shifts in the workforce.

According to the Indonesian Central Bureau of Statistics (BPS), the productive age represented 48% of the total population in 2021. This statistic is expected to rise by 50

to 60 percent by 2022 (Central Bureau of Statistics, 2020), indicating that the country will not face labor shortages. However, an increase in the number of young workers would pose a management challenge for organizations, as they would be hosting different generations. Individuals from three generations currently make up the workforce: Baby Boomers (born between 1943 and 1960), Generation X (born between 1961 and 1979), and Generation Y (born between 1980 and 2000). (McCrinkle, 2014).

The millennial generation has a unique character that distinguishes it from the previous generation (Daud & Hanafi, 2020). These different attitudes and behaviors make the millennial generation a unique workforce that has an impact on human resource productivity and also affects organizational performance. According to Jobplanet research, 76.7 percent of Generation Y workers only stay in their jobs for one to two years, implying constant career change (Jobplanet, 2017). According to Rachman and Jakob (2016), Generation Y rarely stays in the same job for more than two years because it is a monotonous experience for them. Cran (2014) has a similar point of view. If they don't like their boss, Generation Y will quit without hesitation.

According to Autry and Berge (2011) and Weyland (2011), Generation Y has access to technology, so organizations require their participation. In a similar vein, social media has been identified as an important factor influencing aspects of employee development, and it is recommended for engaging and retaining Generation Y employees (Bolton et al., 2013). Knowledge sharing promotes the development of Generation Y employees' competencies. Because they are new to the workplace, they may be unaware of the organization's culture, traditions, and expectations.

This situation compelled the banking industry to compete in order to provide programs, technology, and a favorable

working environment in order to reduce the phenomenon of job hopping. This job-hopping phenomenon, which demonstrates a lack of career commitment in generation Y, particularly in the banking sector, requires serious attention now more than ever, because an organization's success is dependent on its ability to organize various types of resources, most notably human capital (Damayanti, 2021). It is critical for an organization to understand Generation Y's characteristics and work values, and to change traditional strategies, policies, and procedures to make it easier for them to stay in their careers (Damayanti et. al, 2019). This study examined the moderating effect of self-efficacy on work values, emotional intelligence, and career commitment and is explained using Bandura's Social Cognitive Theory (SCT).

## Literature Review

### Generation Y in Indonesia

The millennial generation is distinct from previous generations, for example, in terms of technological expertise. If Generation X values television and media outlets, the millennial generation values digital marketing and digital shows, which include video or internet-based advertising (Deloitte Indonesia Perspectives, 2019). This is consistent with Dicky Kartikoyono, Director of Human Resources at Bank Indonesia, who stated that Millennials are generally tech savvy (Deloitte Indonesia Perspectives, 2019). Generation Y grew up in the digital age and are commonly identified as individuals who are team oriented, result oriented, technologically savvy, attention seeking, and highly confident (Kane, 2012). They are also more adaptable to multi-cultural environments and are closely linked to an internationally diverse workforce, which can offer and initiate more opportunities for their careers (Gelbart & Kominos, 2012).

According to Lie and Andreani (2017), 65.8 percent of Indonesian millennial employees choose to leave their company after working for 12 months. Millennials want to

change positions and careers quickly because they are impatient, which causes them to want to change jobs quickly, which is referred to as job hopping (Pambudi, 2019). Job hopping is the "new normal" for millennial workers (Meister, 2012). According to Mesiter's (2012) research, 91 percent of 1,339 newly graduated (millennial) respondents admitted to staying in the organization for no more than three years before looking for another job that matched their personal values and goals. As a result, the phenomenon of lack of career commitment among the millennial generation has become a problem that requires a solution. Thus, in order to fill a gap in the literature, this study proposed work values, emotional intelligence and self-efficacy as factors that could be considered to increase career commitment of Gen Y employees.

### **The Indonesian Banking Industry**

Recently, the banking industry in Indonesia has been dominated by younger people from the millennial generation. The increasing dominance of millennials is both a challenge and an opportunity for the Indonesian nation, both now and in the future (Delloite Indonesia, 2019). Managing millennials will determine Indonesia's future, as Generation Y will control the country in the future. All parties, including government and business leaders, must start planning business strategies for millennials as their workforce (Delloite Indonesia, 2019).

Banks have a high level of prestige among Generation Y, and they provide numerous benefits such as annual bonuses, medical insurance, and pension benefits. These attributes have piqued the interest of Generation Y in working in the banking industry. Unfortunately, researchers in Indonesia (Anantatmula, 2012; Chandra, Hubeis, & Sukandar, 2017) discovered that Generation Y employees in the banking industry have received little attention due to a lack of information about their expectations. This is one of the banking industry's weaknesses in dealing with

Generation Y in Indonesia because the banking industry does not understand their values, demands, and expectations (Hubeis & Sukandar, 2017).

Thus, the phenomenon of Generation Y's lack of career commitment in the banking industry requires serious attention because an organization's success is dependent on its ability to organize human resources, particularly Generation Y (Siahaan, Gultom, & Lumbanraja, 2016). To ensure Generation Y's career commitment, organizations must understand their characteristics, work values, and change traditional strategies, policies, and procedures. It is a significant challenge for the banking industry to manage.

### **Social Cognitive Theory (SCT)**

Albert Bandura developed social cognitive theory, which is based on the idea that cognitive, behavioral, and environmental factors all influence learning (Bandura, 1991). Human behavior, according to social cognitive theory, involves self-regulation, in which individuals plan, anticipate, and reflect on their actions, thoughts, and feelings. Bandura asserted that an individual's personal experience shapes who they are, but that people could shift through plasticity. He believed that individuals have the greatest potential and power to learn when they use cognitive processes and observe others. People can merge and remove the attitude of others as they develop themselves by observing natural behavior. He referred to observation modeling as core learning. Humans are agents or managers of their own behavior, and observational learning is not a simple imitative process (Bandura, 2001).

The concept of collective agency is expanded by social cognitive theory from human agency to collective agency (Bandura, 1997). As a key component of collective agency, individuals share their belief in their collective energy to achieve the desired outcome. Achievement groups result not only from the members' knowledge, shared intentions, and skills,

but also from the coordinated, interactive, and synergistic dynamics of their transactions. Because a social system's collective performance involves transactional dynamics, perceived collective efficacy has a group-level nature that emerges, rather than just the amount of efficacy beliefs held by individual members. No emerging entity, however, operates independently of the beliefs and actions of the individuals who comprise the social system.

Based on the theory, Individual behavior is influenced by their abilities or knowledge, positive and negative reinforcements, self-control (for example, setting and meeting goals), perceived results of the behavior performed, and the values placed on those results, and self-efficacy. Bandura believed that people are proactive, self-regulating, and self-reflective, and that they could influence their own behaviors to achieve the desired results (Feist & Feist, 2009). Bandura also emphasized the importance of an individual's self-efficacy or confidence in completing specific tasks or goals.

According to Bandura, is the most important self-reflective ability. To summarize, when employees are efficacious and proactive, they are more productive, results-oriented, confident in confronting problems, have self-control, are committed to their careers, and accept task challenges.

### **Career Commitment**

Career commitments were defined by Koslowsky, Weisberg, and Yaniv (2012) as one's attitude toward one's job and involvement in one's career. Career commitment refers to an employee's beliefs, feelings, and approval of the organization's objectives and values, as well as compliance with the organization in order to advance up the organizational career ladder (Yahya & Yean, 2015). Career commitment is an important factor that helps employees survive on a specific job for a long time in order to develop unique skills (Niu, 2010). Career commitment, according to Kadji-

Beltran, Zacharious, and Stevenson (2012), is defined as an individual identifying and involving in the chosen job, as well as developing and involving in the career goal. In a nutshell, career commitment refers to an individual's motivation to work on a specific job.

Meanwhile, Zhang, Zhang, and Li (2018) defined career commitment as a two-part continuous process: (1) Participation: A person must join or participate in a career path, which includes studying relevant knowledge and skills. (2) Commitment: Participants must make an effort to stay on track with their careers and perform with successive behaviors.

Furthermore, organizations are changing dramatically as the demand for high-quality, cutting-edge products and services grows. Building employee career commitment is critical for organizations to remain competitive in this challenging environment because the positive outcomes of career commitment, such as lower employee turnover, lower employee intent to leave, and lower absenteeism, are critical. Employees who are committed to their careers are motivated to complete their tasks, perform well, and contribute to the organization's success (Ahmed, 2017).

### **Work Values**

Work values, according to Kuron et al. (2015) and Silva et al. (2015), are an expression of the goals or needs that individuals seek to meet through their profession. These values are concerned with what an individual wants from a job rather than the overall outcomes of the work (Twenge et al., 2010; Hauff & Kirchner, 2015). Work values include, among other things, job security and financial security, which are regarded as critical factors by most employees. These values have a consistent impact on an employee's career development and career choice in the workplace (Twenge et al., 2010; Choi et al., 2013).

Meanwhile, Kekesi and Agyemang (2014) defined work values as closely related to attitudes and behavior in the workplace, and they can be classified as personal values. Work values improve a job and encourage greater involvement in the tasks assigned. An organization can better understand their employees by understanding their work values (Liao et al., 2012). Work values are used to predict career commitment and personal involvement (Ho, 2006). Furthermore, work values play an important role in career development and career choice (Choi et al., 2013). Individual career decision making, work adjustment, organizational workforce recruitment and planning, and career choice can all benefit from the compatibility of work values and work types (Wöhrmann, Fasbender, & Deller, 2016).

### **Emotional Intelligence**

Gayathiri et al. (2014) defined emotional intelligence as the ability to recognize one's own emotions, the ability to self-manage or regulate one's emotions, the ability to be socially aware and understand other people's emotions, or concern for others, and the ability to manage the relationship. Emotions are mental responses (both cognitive and behavioral) triggered by environmental judgments. It contains a feedback mechanism that conveys information that stimulates behavior and action in a given context and provides information about individuals and others (Santos et al., 2021). Emotions, according to Putwain et al. (2022), can be distinguished by physiological activation.

In organizations, emotional intelligence plays a critical role. Work relationships and communication, conflict and dispute resolution, delivering significant performance, and adequately dealing with stress and difficult situations all require emotional intelligence as a skill (Emotional Intelligence, 2010). When a person lacks emotional intelligence, he or she is more likely to encounter obstacles and problems in completing tasks. He or she may be hostile and will not get along with his or her

coworkers. As a result, in order to perform well, employees must have positive working relationships.

### **Work Values and Career Commitment**

Work values play a crucial role in motivating Generation Y to select a job and develop skills (Sortheix et al., 2015) and determining career (Indriyana, 2017). Work values are used as essential predictors related to the output of human resources such as job satisfaction, career commitment, conflict management, and the degree of compatibility of a person with the organization and work environment (Papavasileiou & Lyons, 2015).

Generation Y employees have their own work values that make them different from other generations. Generation Y is an independent, confident, expressive generation that is more individualistic and self-centered (Sarraf et al., 2017). (Twenge et al., 2010). This generation is more likely to be engaged when they have job autonomy, the ability to pursue a personal life, and flexibility (Cennamo & Gardner, 2008; Twenge et al., 2010). This generation also prioritizes leisure over extrinsic values (Schullery, 2013), as well as workplace flexibility (Hansen & Leuty, 2012). When organization failed to overcome the diversity of work values across various generations, many problems might arise (such as high-level turnover, career commitment, and low employee involvement), causing a decline in organizational productivity. According to Fok and Yeung (2016), salary levels, career development, promotions, supervision support, and colleagues in the organization all influence the work values of Generation Y employees. Furthermore, they are more likely to stay in the organization for a longer period of time because they are satisfied with their jobs and are more committed to their careers (Chen, Myrtle, Liu, & Fahey, 2011). Generation Y employees often quit their jobs if the organization does not match their work values. This behavior is due to their impatience and Generation Y's desire to achieve their goals very quickly. Hence,

the work values of jobs that were not fulfilled, further manifested at the behavior of job-hopping (Kim et al., 2009).

*H1: Work values has an influence on Career Commitment*

### **Emotional Intelligence and Career Commitment**

Emotional intelligence can help manage emotions (Levitats & Vigoda-Gadot, 2017). Emotional intelligence is rigorously associated with work environment and individual knowledge, skills, and ability, it ensures a higher level of working contributions (Skordoulis et al., 2020 )

Chika and Emanuel (2014) discovered that emotional intelligence correlates significantly with the career commitment of younger bank employees. Employees must develop emotional intelligence in order to enjoy and be committed to their jobs. Working in a bank necessitates understanding their customers' emotions and feelings, as well as being sensitive to attitudes and behavior (Chika & Emanuel, 2014). If this quality is lacking, bank employees may encounter frustration and conflict with their customers, which may have a negative impact on their commitment to the job. Employees who are well-versed in emotional intelligence are more intelligent, performer, doer, and aware of the importance of balancing personal and organizational goals with a positive outcome (Soomro et al, 2022).

Facilitating emotion involves the ability to integrate, express, and use emotions to guide behavior in certain cognitive activities, such as interpersonal communication and problem-solving. Understanding the nature of emotions through an analysis of causes and consequences is referred to as comprehending emotions. The ability to regulate or modify emotional expressions in order to facilitate self-improvement, growth, and/or performance is referred to as emotion management (Chew et al., 2013; Schneider et al., 2013). A person with high

emotional intelligence can recognize and expressing his or her emotions, imagining other people's emotions, and forming effective networks. Understanding the emotional state of others leads to better communication, positive interactions, and stronger social networks, all of which can strengthen the career success relationship and career commitment.

*H2: Emotional Intelligence has an influence on Career Commitment*

### **The Moderating Effect of Self-Efficacy**

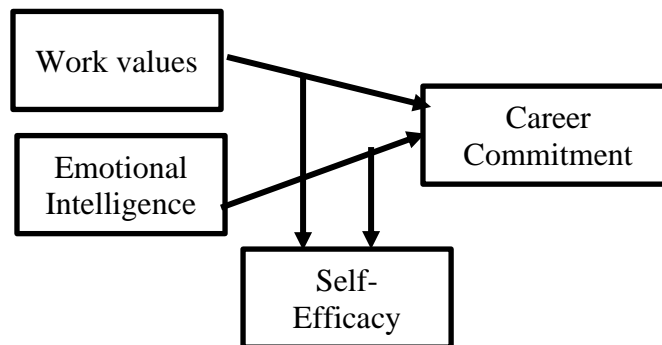
Bandura (2012) defined self-efficacy as one's assessment of one's ability to confront what is difficult and carry out the game plan required to complete the assigned task. Self-efficacy is the ability to complete a specific task or engage in specific behaviors in order to achieve the desired results. Individuals with self-efficacy are capable of managing difficult tasks and adapting to the difficulties associated with fluctuating demand conditions (Bandura, 2012; Ivancevich et al., 2005; Kreitner & Kinicki, 2004). He further argued that whether or not people believe they are self-efficacious depends on whether they think of themselves productively, pessimistically, or optimistically and do self-imposed or self-harming actions, how well they encourage themselves and survive in the deal of adversity, the nature of their emotional and their helplessness to depression and stress, and the choice of life they create, which govern their way of life. When people have high self-efficacy, they tend to reward work, give themselves up to work, and deliver great results.

Gen Y with a high level of self-efficacy tend to see difficult tasks as challenges that must be conquered not as a threat to be avoided. The effective prospect stimulates intrinsic and deep interest in fun in activities. They assign difficult goals and defend significant commitment. In the face of failure, they maintain and improve their efforts. After setbacks and failures, such a person quickly regains his or her sense of efficacy. Self-efficacious people will be able to deal with

stress because they approach the threat of the situation with the certainty that they can control it (Bandura, 2012).

*H3: Self Efficacy has a moderating effect in the relationship between Work Values, Emotional Intelligence and Career Commitment.*

### Research Framework



**Figure 1. Research Framework**

### Methodology

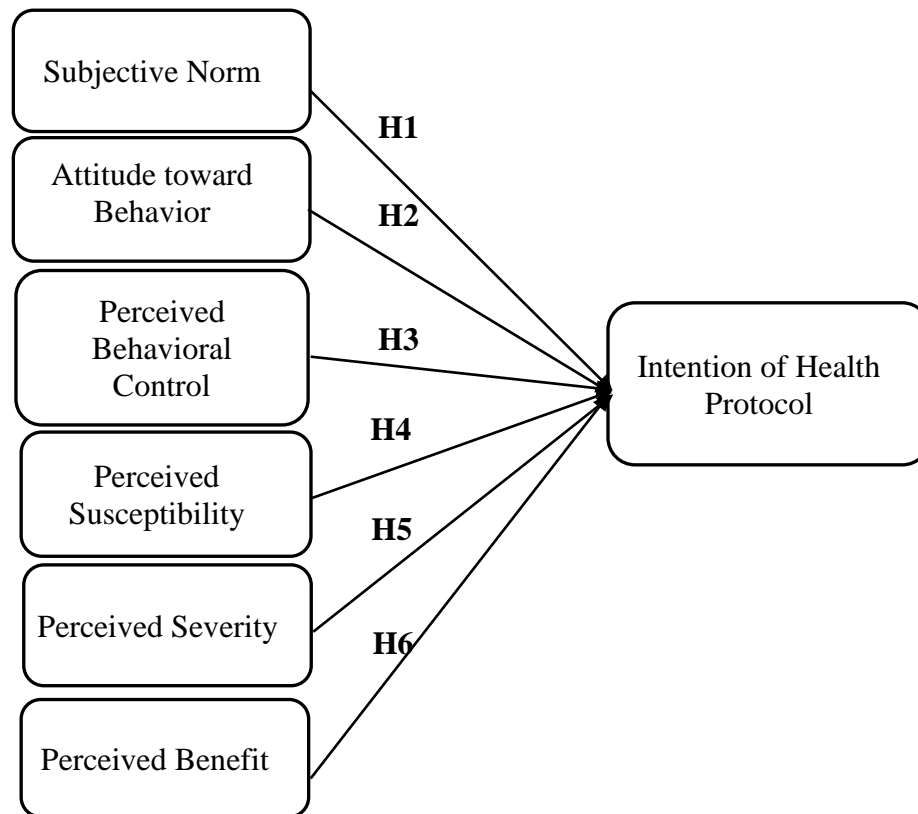
The quantitative approach was used in this study to test the relationship between the variables because it allows for the use of statistical analyses that produce reliable and valid results (Ghauri & Gronhaug, 2010). Data was collected through an online questionnaire created with Google Forms and emailed to participants. Google Forms is a Google Drive tool for creating online survey forms. It does not have as many features as Qualtrics, but it does support basic data validation, basic skip logic, and a variety of question types. The study collected data from the top five banks in Jakarta, Indonesia. An instrument using 7-point Likert Scale was developed for this research. The data were analyzed using frequency statistics, standard deviation, mean Pearson correlation, and regression.

The questionnaires were distributed to Gen Y banking employees in Jakarta, Indonesia. The work values instruments were adapted from Elizur (1984) and reported a reliability result of 0.88. The emotional intelligence was assessed using Wong and Law Emotional Intelligence Scale (WLEIS) (Law, Wong & Song, 2004), which reported a reliability result of 0.83. Meanwhile,

Colarelli and Bishop (1990) career commitment instruments adopted for this study, which reported a reliability result of 0.94. The self-efficacy instruments were adapted from Schwarzer & Jerusalem (1995). This instrument was widely adopted. It has been translated into many different languages (such as English, German, Arabic, Italian, Spanish, Russian, French, Japanese, Indonesian). This measurement was chosen due to its high reliability, stability, and construct validity with Cronbach alpha ranges from 0.75 to 0.94 (Leganger et al. 2000; Schwarzer, Mueller, & Greenglass 1999).

### Findings

Table 1 represents the demographic characteristics of the 350 respondents involved in the study. The respondents consisted of 172 (49.1%) male and 178 (50.9%) female. It shows that 211 (60.3%) respondents were single and 139 (39.7%) were married. The demographic result showed that 121 (34.6%) respondents were 18 to 24 years old, 159 (45.4%) were 25 to 31 years old, 68 (19.4%) were 32 to 38 years old and 2 (0.6%) of them were in the age group of 39 to 45 years old. The result revealed that the vast majority 291 (83.1%) of the respondents were degree holders

**Figure 1. Research Model**

## Result and Discussion

### Demographic of Respondent

Based on the results of descriptive analysis, from 241 respondents, 27.8% of respondents were male and 72.2% of respondents were female. Based on age, 27.4% of respondents were aged less than or equal to 20 years and aged 21-30 years.

Then the respondents aged 31-40 years were 32.4% and the other 10.0% were 41-50 years old. While the rest are more than 50 years old with a percentage of 2.9%. Meanwhile, by province, the majority of respondents came from East Java (70.1%) followed by West Java (7.5%), DKI Jakarta (5.4%) and the rest spread over 14 other provinces (Table 2).

**Table 1: Demographic Characteristics**

Demographic	Frequency	Percentage (%)
Gender		
Male	172	49.1
Female	178	50.9
Marital status		
Single	211	60.3
Married	139	39.7
Age		
18 – 24 years old	120	34.4
25 – 31 years old	159	45.6
32 – 38 years old	68	19.5
39 - 45 years old	2	0.6
Education Level		
Diploma	11	3.1
Degree	291	83.1



Master	44	12.6
Other	4	1.1

Note: n=350

Reliability, standard deviations, means and correlations of the variables are shown in Table 2. There were significant relationships between work values, emotional intelligence, and career commitment. In addition, the reliability results that indicated the overall Cronbach's alpha values for work values and emotional intelligence were 0.88 and 0.82 respectively. Meanwhile, the Cronbach's alpha for career commitment was 0.83 and self-efficacy was 0.79.

Hierarchical regression analysis was performed to determine the dimensions of work values and emotional intelligence that influence career commitment in the first model. While the second model introduced the moderating variable of self-efficacy into the regression model. And the third model was introduced to test the interaction effect. Results showed that both Work Values (WV) and Emotional Intelligence (EI) did influence Career Commitment (CC) with beta value of .421 and .526 respectively. Both were significant at  $p < .000$  in the 1st model. The regression model 1 managed to explain approximately 85% variance of

Career Commitment with F value of 105.91 and the model is significant at  $p < .000$ .

The variable of Self-Efficacy (SE) was introduced in the second regression model as the moderating variable. The 2nd model explained almost 86% variance of Career Commitment. The model was found to be significant at  $p < .000$  with F value of 701.427. The model was found to be permissible as it showed change statistic F value of 11.424 and  $sr^2$  value of .005. The change statistic is significant at  $p < .001$ . Further analysis on the variable of Self-Efficacy (SE) showed a beta value -0.152, a t-value of -3.380 and a significance level of  $p < .001$ . Therefore, the introduction of the moderating variable managed to bring significant improvement to the model fit, as it enhanced the regression model while the variable itself showed a significant effect towards Career Commitment. Both Independent Variable of Work Values (WV) and Emotional Intelligence (EI) in the 2nd model showed a significant p level of .000 with beta value of .568 and .513 respectively (Table 3).

**Table 2. Reliability, Means, Standard Deviations and Correlations of the Study Variables**

Variables	A	M	SD	1	2	3	4
1. Career Commitment	.83	4.92	.71	1			
2. Work Values	.88	5.06	.70	.494**	1		
3. Emotional Intelligence	.82	4.94	.72	.261**	.430**	1	
4. Self-Efficacy	.72	5.20	.70	.399**	.621**	.467**	1

Notes: n=350; \*\* $p < 0.05$ ;  $\alpha$  = alpha reliability values, M=Mean, SD= standard deviation

**Table 3: Hierarchical Regressions Results of Work Values and Emotional Intelligence on Career Commitment with Self-Efficacy as the Moderator**

VARIABLE	MODEL 1			MODEL 2			MODEL 3		
	Beta	t	Sig.	Beta	t	Sig.	Beta	t	Sig.
Constant	-3,60E-12	.000	1.000	-3,67E-12	.000	1.000	5,83E-12	.000	1.000
Work Values (WV)	.421	8.826	.000	.568	8.865	.000	-1.031	-3.102	.002
Emotional Intelligence (EI)	.526	11,037	.000	.513	10.873	.000	2.321	6.629	.000
Self-Efficacy (SE)				-.152	-3.380	.001	-.066	-.552	.581
WV * SE							3.007	4.867	.000
EI * SE							-3.208	-5.209	.000
MODEL STATISTIC		R-sq .854 Adj R-sq .853 F: 1015.910 p < .000			R-sq .859 Adj R-sq .858 F: 701.427 p < .000			R-sq .869 Adj R-sq .867 F: 456.861 p < .000	
CHANGE STATISTIC					R-sq .005 F: 11.424 p < .001			R-sq .010 F: 13.569 p < .000	

### Discussion and Conclusion

This paper examines the relationship between work values, emotional intelligence and career commitment. The results of this study show a significant positive relationship between work values and emotional intelligence with career commitment. Gen Y in this organization believes that work values and emotional intelligence are reasons for their willingness to remain and commit to a career. Therefore, organizations need to emphasize work values and emotional intelligence factors to influence employee career commitments.

The findings revealed that both Work Values (WV) and Emotional Intelligence (EI) had an impact on Career Commitment (CC). This indicated that Gen Y employees at the top five banks are satisfied with their work values and emotional intelligence. This can be explained by the fact that employees have a positive perception of the organization's work values and emotional intelligence, and they believe that the organization meets their needs. Work values improve a job and lead to greater involvement in the tasks assigned. Meanwhile, emotional intelligence enables individuals to effectively manage stress and avoid the negative effects it has on their professional behavior. Furthermore,

emotional intelligence has been shown to predict human behavior (i.e., people with high emotional intelligence are often effective group members and contribute to a more collaborative workplace). An organization can better understand its employees by understanding their work values and emotional intelligence (Liao et al., 2012).

According to the moderation effect results shown in the second model, the moderator of self-efficacy significantly moderates the relationship between work values (WV) and emotional intelligence (EI). With a strong commitment to their careers and a high level of self-efficacy, Generation Y expects fulfilled work values and emotional intelligence. By investigating the effect of self-efficacy on the relationship between work values, emotional intelligence, and career commitment, this study filled a gap and contributed to the literature.

Meanwhile, the regression third model was discovered to be significant as well. The relationship between Work Values and Emotional Intelligence and Career Commitment is moderated by Self-Efficacy. Work Values (WV) and Emotional Intelligence (EI) were also found to be significant independent variables. This is because Gen Y with a strong sense of self-efficacy can use initiatives like self-efficacy

rewards and interpersonal facilities like networking to achieve their career success goals.

Similarly, Gen Y with a high level of self-efficacy tends to see difficult tasks as challenges that must be conquered not as a threat to be avoided, this is because they have high levels of emotional intelligence. Their emotional intelligence is applied in work and communication relationships, conflict and dispute resolution, providing effective performance, and effectively dealing with stress and difficult situations (Emotional Intelligence, 2010). They do, however, demand that the organization respect their work values. This is due to the fact that work values are the fundamental needs of individuals that must be met as a result of participation in work roles (Choi et al., 2013).

The findings should be interpreted while keeping the study's limitations in mind. To begin, the sample was limited to Gen Y employees in the banking sector in Jakarta. As a result, the findings may be limited in their applicability to all Gen Y employees in other industries. Second, because this was a cross-sectional study, the findings provided a snapshot of the phenomenon during a specific time period. In comparison to a longitudinal study, this design does not allow researchers to collect detailed and in-depth data. However, the cross-sectional data collected at a given point in time were enough and fit the research framework of this study. Thirdly, this study utilized the quantitative method, and the data were collected using online questionnaires; no interview sessions were carried out with the management of the banks. Fourthly, this study was limited to four variables: two independent variables of work values and emotional intelligence. The dependent variable was career commitment, while the moderator variable was self-efficacy. These variables not enough to cover the factors that influencing career commitment. Fifthly, this study was conducted at the individual level, and the results were only applicable to individual Gen Y.

Future research should investigate the relationship between other variables and career commitments across companies and industries. Researchers will be able to combine perceptions from sources other than the same respondents in the future. It is critical to provide a more objective picture of respondents' level of career commitment. Other models, such as adding mediating variables such as proactive personality, can also be used to measure career commitments.

### Notes on Contributors

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**Tan Fee Yean** is an Associate Professor at School of Business Management, Universiti Utara Malaysia (UUM). She obtained her PhD in Human Resource Management from the same university. Her postdoctoral fellowship was completed at the University of Nottingham Malaysia Campus. Her primary teaching and research interests are in organizational behavior and human resource management, with a focus on career planning and development, leadership, change management, employee engagement, and topics relating to employees' work attitudes and behaviors. She had received seven Best Paper Awards from international conferences and two Excellent in Reviewing Awards from international journals in recognition of her research contributions. She was recently recognized by Emerald Publishing as one of the Outstanding Reviewer in the 2021 Emerald Literati Awards.

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