

Relationship between managerial support and employee outcomes: The mediating role of employees' self-efficacy

Rino Rino¹ , Azman Ismail² , Ummu Ajirah Abdul Rauf^{3*} , Nurshahira Ibrahim⁴ , Osman Md Rasip⁵ 

¹Faculty of Economics, State University of Padang (Indonesia)

²Faculty of Business, UNITAR University College (Malaysia)

³Graduate School of Business, Universiti Kebangsaan Malaysia (Malaysia)

⁴Academy of Contemporary Islamic Studies, Universiti Teknologi Mara, Pabang (Malaysia)

⁵Academy of Islamic Studies, Universiti Malaya (Malaysia)

rinopekoni@fe.unp.ac.id, azisma08@gmail.com

*Corresponding author: ummu@ukm.edu.my

shahiruibrahim@uitm.edu.my, osmanrasip@um.edu.my

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Abstract

Purpose: This study examines the impact of managerial support on employees' affective organizational commitment and perceived internal employability, with a focus on the mediating role of self-efficacy in this relationship at central statistics agencies in Indonesia.

Design/methodology/approach: A cross-sectional survey of 255 employees was conducted using purposive sampling. SmartPLS was used to analyze the measurement and structural models.

Findings: The results revealed statistically significant relationships, with managerial support predicting employees' self-efficacy, affective organizational commitment, and perceived internal employability. Self-efficacy significantly predicted affective commitment and internal employability. These statistical results confirmed that self-efficacy mediated the relationship between managerial support and both affective commitment and perceived internal employability.

Research limitations/implications: The cross-sectional design limits causal interpretations. The sample was taken from a single organizational sector, and survey data gathered using a purposive sampling plan may not characterize the entire population.

Practical implications: Strengthening managerial support is crucial to enhancing employees' self-efficacy, thereby boosting favorable employee outcomes by promoting engagement and retention, particularly in public sector organizations.

Social implications: Enhancing employees' self-efficacy can empower them to perform targeted and broad-ranging tasks, thereby motivating them to pursue and attain sustainable organizational objectives.

Originality/value: Employees with high self-efficacy can leverage managerial support to enhance their affective organizational commitment and perceived internal employability within the organizational sample.

Keywords: Managerial support, Self-Efficacy, Affective organizational commitment, Perceived internal employability, Public sector employees

Jel Codes: M00; M1; M10; M100; M12; M120

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1. Introduction

Organizational transformation driven by automation, artificial intelligence, and global competition has reshaped employee roles and leadership expectations (Sanyal & Kumar, 2025; Wibowo, Pangesti, Saputro & Cahyo, 2025). In this context, effective organizational management requires approaches beyond traditional control-oriented models to better support employee development and well-being, particularly within public sector organizations striving to improve performance and adaptability. Managerial support has emerged as a critical factor in organizational behavior research. Specifically, studies demonstrate that when employees perceive their managers provide both intrinsic support (empathy, feedback) and extrinsic support (resources, training, recognition) (Le & Do, 2024; Patwary, Rasoolimanesh, Aziz, Ashraf, Alam & Rehman, 2024), this directly enhances employees' self-efficacy (Fayaz & Gulzar, 2025; Luthans & Youssef, 2023; Shengyao, Jenatabadi, Mengshi, Minqion, Xuefen & Mustafa, 2024). Furthermore, this relationship between managerial support and employees' self-efficacy can promote positive employee outcomes, specifically by strengthening their affective organizational commitment (Özdemir, Küçükçene, Abasli, Pektaş & Ayhan, 2024; Santiago-Torner, 2025) and perceived internal employability (Niu & Liu, 2023; Suutari & Tornikoski, 2023).

This relationship suggests that fostering positive employee outcomes through self-efficacy is more important than relying solely on management support. In this context, management support will be adequate if it can increase employee self-efficacy, particularly by providing skill development opportunities, using positive reinforcement, and creating a work environment that views mistakes as opportunities for learning. Strengthening employees' self-efficacy can enhance the effectiveness of management support. For example, employees with high self-efficacy are better off than those with low self-efficacy, as it can lead to increased affective commitment and perceptions of internal employability (Liu, Wang, Xu, Zhou, Zheng, Chen et al., 2024). Although the interrelationships among these variables have been extensively studied, the magnitude and direction of self-efficacy as a mediating variable have mainly been ignored in the management support literature (Niu & Liu, 2023; Santiago-Torner, 2025).

To address these gaps, numerous researchers have identified key factors influencing this scenario. First, much prior research has expanded on the internal qualities of self-efficacy, including its definitions, dimensions, and benefits in government and commercial settings. Second, many previous studies have developed a simple causal model to evaluate the correlations: a) between managerial support and three employee outcomes: self-efficacy (Chen, Su, Tufail, Lam, Phan & Ngo, 2023; Saks 2022a, 2022b) between affective organizational commitment (Indra, Sudiro & Rofiq, 2023), and between perceived internal employability; and between self-efficacy and two employee outcomes: affective organizational commitment and perceived internal employability (Agnihotri, Tyagi, Yadav & Malhan, 2024; Basnet, Shrestha, Birla & Aryal, 2024). Descriptive statistics and bivariate statistical tools are widely employed to examine the model, revealing the strength and nature of the correlation between such variables. However, the outcomes of this statistical analysis have mainly ignored the mediating effect of employees' self-efficacy in the model analysis (Niu & Liu, 2023; Suutari & Tornikoski, 2023; Santiago-Torner, 2025). The research methods previously mentioned have primarily offered general solutions, which may not be sufficient to help practitioners understand the diverse facets of self-efficacy and to develop competent, talented workforce programs that uphold and achieve their organization's vision and mission.

This research presents three key contributions to advance the existing management support literature. First, it prioritizes managerial support over personal and structural factors in enhancing employee outcomes like self-efficacy (Liu & Zaman, 2025; Ramadian, Chairuddin, Judijanto, Rachmawati & Sopandi, 2025), affective organizational commitment (Özdemir et al., 2024; Santiago-Torner, 2025), and perceived internal employability (Niu & Liu, 2023; Suutari & Tornikoski, 2023). Second, it advances self-efficacy research by demonstrating that self-efficacy predicts affective organizational commitment (Huang, Deli & Rauf, 2025; Nadeem, Wong, Za & Venditti, 2024; Santiago-Torner, 2025) and perceived internal employability (Özdemir et al., 2024; Setyono, 2024), two areas that have not been thoroughly investigated. Third, this study addresses a notable gap in management support research by utilizing self-efficacy as a mediating variable. This view discovers that managerial support (e.g., tangible and intangible assistance) does not automatically lead to positive employee outcomes. When managerial support is in line with strengthening employee self-efficacy, it can induce employees' good deeds by enhancing motivation, persistence, learning, and performance in undertaking complex and challenging work, developing careers and well-being, and achieving their organizations' strategic goals (Hamzah, Musa & Mohamad, 2022; Irwan & Indrawati, 2025). According to the Self-Efficacy Theory (Bandura, 1977a, 1977b), benevolent managers are willing to support employees through mastery experiences, verbal persuasion, and social modeling in general and specific task situations. This support will be evaluated and interpreted by employees. If employees perceived such support as valuable, this belief can motivate them to implement positive attitudes and behaviors. The essence of this theory points out that self-efficacy serves as a key mediator between managerial support and employee outcomes, providing a theoretical foundation for testing a model in which employees' self-efficacy explains this relationship (Özdemir et al., 2024; Santiago-Torner, 2025).

This study is conducted in Indonesia, which has its own tradition of public sector administration, but it shares core structural characteristics similar to the global public sector, in terms of a centralized and hierarchical organizational structure, a strong reliance on formal rules and procedures, limited financial incentives, and a high level of public accountability and political scrutiny. These core characteristics influence the role of managerial support in similar ways across public sector settings (Marpaung & Syaebani, 2023; Rahmat, Hartanto & Hilman, 2024). Therefore, this study has global relevance that can be analytically generalized beyond the Indonesian context to improve the performance of public sector organizations operating under comparable structural and governance constraints, particularly in developing and emerging economies (Hasan, Taufiqurokhman, Satispi, Andriansyah & Malik, 2025; Zamzani, Hayat & Kurniati, 2025).

Research in Indonesian public sector shows that managerial support is not easy to implement smoothly because managers often face major challenges: a) rigid hierarchies have created a bureaucratic culture and structural rigidity that make management support practices more difficult to implement and less appreciated (Supit, Einjelheart & Mewengkang, 2025); b) limited managerial discretion has created bureaucratic norms and vague policy frameworks that restrict managers from helping employees who want to innovate (Prafitri, Arenawati, Karini & Zahrani, 2025; Sonhaji, Anityasari & Er, 2024); c) compliance-oriented norms that direct managers to comply with formal rules, procedures and laws rather than developing, empowering or supporting subordinates (Nuryadin, Sobandi & Santoso, 2023); d) avoiding the risks that bring political interference (Ariawan, Effendy & Sukmana, 2025); and e) uneven leadership capacity weakens management support to promote digital transformation (Aldhi, Suhariadi, Rachmawati, Supriharyanti, Hardaningtyas, Sugiarti et al., 2025). This study has strengthened its global generalizability because the difficulties managers face in providing effective support are not only specific to a country context but stem from structural, systemic and institutional characteristics that reflect broader global patterns in the public sector environment, particularly in developing, emerging or developed countries (Huang & Villadsen, 2023).

To realize the vision of a Progressive Indonesia by 2045, Indonesia's public administration reforms have empowered managers to provide various forms of tangible and intangible assistance to reduce bureaucratic barriers by implementing adaptive leadership and innovation, improving employee capabilities through training and merit-based placement, strengthening coordination between central and local governments through decentralization, increasing accountability and integrity through ethical leadership models and transparent performance systems, and expanding the use of digital transformation to reduce resistance to change and

motivate employees. These administrative reforms are a common trend being implemented in the global public sector. The experience of administrative reform in Indonesia strengthens its global relevance because it attracts the attention of public sector leaders from other countries to understand how structural, cultural and institutional factors influence employees' self-efficacy, which translates into the confidence to act, survive and solve problems within bureaucratic constraints, take initiative without waiting for detailed instructions, feel capable of managing complaints, pressures and public accountability, continue efforts despite complex regulations or limited resources, feel capable of making decisions within their mandate, see performance indicators as achievable and non-threatening, adapt confidently during organizational reforms and changes, feel personally responsible for improving service quality and public trust (Rohimi, 2025; Tsani, Marlina & Arum, 2024). Furthermore, they will benefit from understanding how employee effectiveness can produce a variety of positive employee outcomes by promoting positive thinking and employee competence, as well as addressing leadership, collaboration, accountability, and innovation in the public sector in their country (Poljašević, Gričnik & Žižek, 2025). These relationships have recognized that the important role of management support in public sector reform is not only prevalent in Indonesia, but is widely supported and studied across countries at different stages of development, which can strengthen the generalizability of the study findings to the global public sector reform discourse (De-Lima Júnior, Gama & Da-Silva-Correia-Neto, 2024; Rahmat, Hartanto & Hilman, 2024).

Therefore, this situation motivates the researchers to extend existing knowledge by simultaneously testing the inclusion and exclusion of employees' self-efficacy in relation to managerial support, affective organizational commitment, and perceived internal employability.

2. Literature Review

This research was conducted at the central statistics agencies in West Sumatra, Indonesia. These organizations are specifically established to collect, prepare, and report accurate statistical data contributing to Indonesia's vision of becoming an advanced nation by 2045 (Indonesia Maju) (Alkaf, 2024). Recent organizational developments in these institutions have seen a shift toward supportive leadership approaches, with managers offering both intrinsic support (inspiration, advice, clear objectives) and extrinsic support (training, coaching, skill development) to motivate employees in their data collection and reporting duties (Afuan, Ali & Zefriyenni, 2024; Kao, Cho & Kao, 2023). These managerial initiatives, often implemented through goal-setting, encouragement, feedback, guidance, resources, and training, can increase employees' self-confidence, thereby enhancing empowerment, performance, and adaptability (Daud, Djunaedi, Kurniawanto & Fatmasari, 2025; Sabrina & Syahrizal, 2023). Some empirical studies of civil servants in Indonesian public statistical organizations have shown that managerial support can strongly enhance employees' self-efficacy. This self-efficacy is very meaningful and crucial for managing the organizations that practice complex bureaucracy, limited autonomy, few incentives, and frequently changing policies. High self-efficacy helps employees survive and handle work demands, propose solutions to problems, design work interventions, apply skills, improve performance, and achieve challenging work targets (Huang, Deli et al., 2025). Consequently, this efficacy can bridge individual psychology and favorable employee outcomes by showing their affective organizational commitment and perceived internal employability (Rino, Sabrina, Ismail, Kurniawati & Darni, 2023; Sabrina & Syahrizal, 2023). Despite the importance of these relationships, the mediating role of employees' self-efficacy has not been thoroughly examined due to the scarcity of empirical studies published in the organizational context. Therefore, it is essential to enrich existing literature by examining the role of employees' self-efficacy as a linking variable between managerial support and employee outcomes.

The present study has seven primary objectives: First, to examine the relationship between managerial support and employees' self-efficacy. Second, to assess the relationship between managerial support and affective organizational commitment. Third, to investigate the relationship between managerial support and perceived internal employability. Fourth, to analyze the relationship between employees' self-efficacy and affective organizational commitment. Fifth, to evaluate the relationship between employees' self-efficacy and perceived internal employability. Finally, to observe the mediating role of employees' self-efficacy between managerial support and affective organizational commitment. Further, the structure of this article discusses five major issues: literature review, methodology, findings, discussions, implications, and conclusion.

2.1. Conceptual Definitions of Terms

Managerial support aligns with the fundamental idea of Organizational Support Theory (Eisenberger, Huntington, Hutchison & Sowa, 1986), which posits that managers act as agents of the organization, interpreting and enacting organizational values and directives. When employers and managers value employees' contributions and care about their well-being, this may lead to higher favorable employee outcomes (Eisenberger et al., 1986; Kjeldsen & Andersen, 2023).

Self-efficacy is grounded in Self-Efficacy Theory (Bandura, 1977a, 1977b), which states that individuals' belief in their capabilities may inspire them to implement action plans and achieve designated objectives in general and specific roles. Employees with high self-efficacy tend to succeed in various areas, including team cooperation, effective communication, assisting coworkers, maintaining work ethics, adhering to quality standards, continuous improvement, tackling complex problems, managing health issues, and exceeding expectations (Velez & Abuzo, 2024; Gammoes, Jha & Rameed, 2022). Consequently, this efficacy can lead to success across many aspects of professional life (Fayaz & Gulzar, 2025; Chowdhury, Hossain, Hossain & Wu, 2025; Destian & Arninda, 2025).

Affective organizational commitment is a crucial dimension of the Three-Dimensional Organizational Commitment Theory (Allen & Meyer, 1991), which distinguishes three attachment types: affective, normative, and continuance commitment. Unlike normative commitment (based on moral obligation) and continuance commitment (based on the cost of leaving), affective commitment stems from employees' emotional connection to the organization (feelings of love, satisfaction, and happiness). Employees with high affective commitment demonstrate a stronger connection to the organization, alignment with its ideals, sense of belonging, active participation, and organizational pride. These emotional bonds reinforce the essence of affective organizational commitment (Ali, Grabarski & Baker, 2024; Kim, Jeong & Bae, 2024; Allen & Meyer, 1991).

Perceived internal employability aligns with the Conservation of Resources Theory (Hobfoll, 1989), which posits that individuals pursue work and development opportunities in competitive markets to conserve and acquire valued resources. Organizations usually evaluate internal employability through input and output paradigms. The input paradigm encompasses competencies such as occupational expertise and personal flexibility (Decius, Knapstein & Klug, 2023), while the output paradigm emphasizes direct work pursuits and advancement opportunities (Hamour, 2023). These perspectives help individuals assess and adapt to changing employment conditions and market demands (Liu, Li, Guo, Zhang & Ramsey, 2025; Nazarzadeh-Zare & Parvin, 2024).

2.2. Relationship between Managerial Support and Employee Outcomes

Managerial support is **embedded** in leadership styles, but it is not treated as **a central or standalone construct** in leadership theories. For example, Path-Goal Theory (House, 1971) explains **supportive leadership** as a leadership style, and Transformational Leadership Theory (Bass & Riggio, 2006) posits that managerial support emerges through individualized consideration (meeting each follower's needs) and inspirational motivation (supporting through shared vision and encouragement). This evidence shows that managerial support serves as a mechanism for developing and empowering followers. Still, it has not been deeply explored as an independent construct or as a distinct managerial function (task-related support versus managerial support) in leadership theories (Chu, Yu, Litifu, Zhao, Wei, Wang et al., 2024; Rai, Kim & Pereira, 2024). Recent studies have highlighted that managerial support is a crucial axis within Organizational Support Theory (Eisenberger et al., 1986). Evaluations of this theory by Eisenberger et al. (1986), Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis (2017) and Kjeldsen and Andersen (2023) show that managers act as important organizational agents (providing feedback, concern for workload, time flexibility, and professional encouragement), motivators that increase organizational support effectiveness (appreciating employee contributions and caring about their well-being) to improve employee attitudes and behaviors, proxies for organizational support and/or managers' actions as reflecting organizational stances. The principal meaning of these theories has received strong support from managerial research literature.

Previous studies have shown that managerial support increases employee self-efficacy. For example, managerial support is often practiced in various forms, including improving relationships with employees, providing guidance, feedback, training, and encouraging positive emotions, clarifying roles, and removing

barriers that can improve employee performance and stress (Blume, Ford & Huang, 2024; Hassanein, Daouk, Zakhem, ElSayed, Tahan, Houmani et al., 2025; Mohamad, Rahman, Özdemir, Ahmad & Asha'ari, 2025; Putra & Darmawan, 2024). Implementation of such support can lead to higher employees' self-efficacy in general and specific task situations (Hameli, Veehapi & Tafili, 2025; Mohamad et al., 2025). Thus, it was hypothesized that:

H1: There is a positive relationship between managerial support and employees' self-efficacy

Prior studies advocate that managerial support is a predictor of affective organizational commitment. For example, managers usually offer a diverse types of support by showing concern, consideration and empathy, providing resources, guidance and assistance in solving work problems, opening opportunities for development, coaching and feedback, explaining clear expectations and practice open communication to reduce uncertainty, support work-life balance, encouraging personal and professional growth, inspiring a shared vision, expressing genuine concern to foster emotional attachment to the organization, implementing fair HR policies and procedures, and providing a recognition and reward system (Indra et al., 2023; Özdemir et al., 2024; Pimenta, Duarte & Simões, 2024). The execution of such support in general and specific work conditions can foster affective organizational commitment (Beltrán-Martín & Bou-Llusar, 2024; Elamin, 2024; Pimenta et al., 2024). Thus, it was hypothesized that:

H2: There is a positive relationship between managerial support and affective organizational commitment

Past studies recognize that managerial support is a predictor of perceived internal employability. For example, managerial support is typically practiced in diverse forms, including offering coaching, performance feedback, career guidance and mentoring, training, mentoring, recognition, career counseling, career development opportunities, and structuring human resource management practices to develop employee talent and thrive in the organization (Martins, Taveira, Magalhães & Silva, 2024; Qamar, Soomro, Nawaz & Roques, 2025; Syahrizal & Siregar, 2024). Practising such support in general and specific job environments can lead to stronger perceived internal employability (Borst, Blom & Vandenabeele, 2025; Qamar et al., 2025; Syahrizal & Siregar, 2024). Thus, it was hypothesized that:

H3: There is a positive relationship between managerial support and perceived internal employability

2.3. Relationship between Employees' Self-Efficacy and Employee Outcomes

A bulk of studies have acknowledged that employee self-efficacy is an antecedent of affective organizational commitment. For example, high self-efficacy employees can set higher work goals, persevere in tasks, perform difficult work, use knowledge to overcome obstacles in the workplace, complete work with the best effort, easily cope with obstacles in the workplace, achieve good work results, contribute effectively to the organization, engage in extra-role activities, and foster personal, collective, and organizational development, as well as exhibit proactive behavior (Aryati & Armanu, 2023; Pacheco, Coello-Montecel & Tello, 2023; Fida, Marzocchi, Arshad, Paciello, Barbaranelli & Tramontano, 2025). As a result, this efficacy can lead to enhanced affective organizational commitment (Fauzan, Daud, Kalis, Lianto & Rustam, 2023; Huang, Lin & Sun, 2025; Pacheco et al., 2023). Thus, it was hypothesized that:

H4: There is a positive relationship between employees' self-efficacy and affective organizational commitment

Numerous studies have shown that employees' self-efficacy is an antecedent of perceived internal employability. For example, high self-efficacy often indicates their confidence in performing job tasks well, continuously learning and improving, influencing workplace outcomes, dealing with challenges and stress, collaborating with others, taking active ownership of career planning and internal opportunities, increasing achievement motivation and work aspirations, performing proactively, setting ambitious goals, remaining optimistic, working hard to achieve objectives, demonstrating resilience, adaptability and effective stress management, and wanting to succeed in future roles in the organization (Daud et al., 2025; Rino et al., 2023; Tan, Li & Yi, 2025; Zhou, Peng & Zhou, 2023). Consequently, this efficacy can drive greater perceived internal employability (Sabrina & Syahrizal, 2023; Long, 2024). Thus, it was hypothesized that:

H5: There is a positive relationship between employees' self-efficacy and perceived internal employability

2.4. Employees' Self-Efficacy as a Mediating Variable

Bandura's (1977b) Self-Efficacy Theory suggested four primary sources of self-efficacy: (a) mastery performance (completing a challenging task), (b) vicarious experience (observing peers complete a task), (c) social persuasion (receiving positive feedback from a manager about your capabilities), and (d) emotional well-being (feeling calm and confident during stressful situations or managing anxiety effectively). Among them, social persuasion is frequently linked to management support. Recent empirical studies show that benevolent managers often support employees through feedback, advice, facilitation, coaching, mentorship, encouragement, and acknowledgment, thereby significantly increasing employees' self-efficacy.

The theory's main idea aligns with current studies, which show that management support is a critical characteristic of social persuasion that can boost employees' self-efficacy (Fayaz & Gulzar, 2025; Özgül & Demir, 2025). When employees have high self-efficacy, this can strongly exhibit positive actions (Luthans & Youssef, 2023; Priya & Christopher, 2025; Zhang & Chen, 2023), particularly by demonstrating their affective organizational commitment (Özdemir et al., 2024; Santiago-Torner, 2025) and perceived internal employability (Özdemir et al., 2024; Sutari & Tornikoski, 2023). Thus, the following hypotheses were proposed:

H6: Self-efficacy mediates the relationship between managerial support and affective organizational commitment

H7: Self-efficacy mediates the relationship between managerial support and perceived internal employability

3. Methodology

3.1. Research Design

This study employs the survey method as its research strategy, enabling the researchers to collect data through a cross-sectional questionnaire. This method can help to obtain relevant, high-quality data while minimizing bias in quantitative research (Sekaran & Bougie, 2016). The location of this study shows that the uniqueness of these agencies because it is directly responsible to the Indonesian President, grounded in national law that lead, coordinate, and standardize statistical activities across the whole government and regions, coordinating and supervising data governance under the One Data Indonesia policy to ensure data are consistent, integrated, and accessible across government agencies, and operate on a large scale in a highly diverse country. To maintain and upgrade the uniqueness of their roles, management has collaborated with senior management to formulate statistical policies, coordinate national and regional statistical activities, provide basic data, and maintain the national statistical system (Sensuse, Suwiyanto, Lusa, Gandhi, Mishbah & Elisabeth, 2021; Sadewo, Pratiwi, Solekhah, Imron, Hakim, Setram et al., 2024). These statistical data have been used by these agencies as a basis for decision-making, planning, monitoring, coordination, public accountability, and overall national development (Amelia & Rahayu, 2023; Husaini, 2020; Prasad, 2023).

3.2. Measures

The content of the survey questionnaire was translated into English and Malay using the reverse translation method to ensure consistency and clarity, ultimately enhancing the quality of the research instrument (Brislin, 1970). The questionnaire comprises four parts. First, managerial support (MGRSUP) consists of four items adapted from the management support literature (Moreira, Sousa & Cesário, 2022; Rhoades & Eisenberger, 2002). Second, perceived internal employability (INTEMP) has three items adapted from Redondo, Fabra and Sáenz-Diez (2024) internal employability scale. Third, affective organizational commitment (AFECTM) comprises four items adapted from Allen and Meyer's (1991) scale. Finally, self-efficacy (SELFFC) consists of six items adapted from Schwarzer and Jerusalem's (1995) self-efficacy scale. All the items were measured using a 7-point Likert scale (1=strongly disagree, 7=strongly agree). The use of the scale is to provide optimal reliability, validity, and respondent preference compared to fewer categories (e.g., 2–4 points) (Preston & Colman, 2000). This study used participants' characteristics as control variables because it emphasized employee perceptions.

3.3. Sample

The target population comprises employees in the studied organizations. A purposive sampling method delivered 800 employee surveys across several divisions and departments. Of the number, 255 (31.9%) valid responses

were returned to the researchers. Respondents completed the survey questionnaire voluntarily, anonymously, and with their consent. To meet the objectives of this study, the sampling method was used because the management of these organizations could not provide a complete list of registered employees for confidential reasons. Without this sampling frame, the researcher could not select respondents using random techniques. The respondents in this study were statisticians and non-statisticians with relevant experience and aligned with the objectives of this study. Their opinions were used to understand the nature and characteristics of management support, self-efficacy, affective organizational commitment, perceptions of internal marketability, and the relationships between these constructs in the context of the study. The detailed purposive sampling process is illustrated in Table 1.

Step	Description	Rationale
Step 1: Define research purpose	Clarified the research objectives	Aligns sampling decisions to research objectives
Step 2: Identify unit of analysis	Identified statistician and non statisticians working in the organizations	Emphasizes respondents with direct exposure to managerial support.
Step 3: Set criteria	Statistician and non statisticians who work at various departments within the organizations	Ensures respondents have adequate experience to provide valid responses.
Step 4: Data collection	Collected survey data from statistician and non statisticians	Collects data directly aligned with the research objectives.
Step 5: Final sample confirmation	Confirmed sample size sufficiency and completeness of responses.	Ensures data quality and suitability for analysis.

Table 1. Purposive Sampling Process

Data screening was first conducted in SPSS to ensure the survey questionnaires were free of missing values, straight-lining, extreme values, and Skewness and Kurtosis values exceeding ± 2.0 (Hair, Hult, Ringle & Sarstedt, 2017). Next, the assessment of sample sufficiency can be conducted using either statistical power-based or non-statistical power-based criteria (Memon, Ting, Cheah, Thurasamy, Chuah & Cham, 2020). This study employed a non-statistical power-based criterion, specifically a rule of thumb, to achieve the aim. Prominent scholars recommend that this rule works effectively when specific conditions are met, namely if the measurement model's outer loadings exceed 0.70 and the structural model's most significant number of formative indicators is 10 times the sample size (Hair et al., 2017); if the sample size exceeds 200 for a complex model with more parameters (Kline, 2016); and if the measurement items have substantial effect sizes and high reliability (Hair et al., 2017; Peng & Lai, 2012). These conditions help determine stable and reliable estimates for PLS-SEM path analysis models (Memon et al., 2020).

Hence, the level of response bias in the sample data was assessed based on Kock's (2015) common method bias test for PLS-SEM. The results showed that the VIF values for all latent constructs were below the 3.30 threshold (Kock, 2015), indicating that the sample data were free from response bias. Furthermore, the study sample was analyzed using SmartPLS. The quality of the measurement model was first assessed using the Algorithm, followed by testing the structural model using Bootstrapping, Blindfolding, effect size, PLS prediction, and Importance-Performance Map Analysis (IPMA) (Hair et al., 2017).

The SmartPLS program was chosen to analyze the survey questionnaire data because it can explore and predict research models with non-normal, categorical, and/or ordinal data, small sample sizes, and many latent variables (Hair et al., 2017). To ensure the novelty of the findings, the measurement model was first assessed using the PLS Algorithm to confirm the validity and reliability of the measurement scale. Subsequently, the structural model was tested using Bootstrapping, Blindfolding, PLS prediction, and Importance-Performance Map Analysis (IPMA). Zhao, Lynch and Chen's (2010) mediation effect procedure was used to assess the role of self-efficacy as a mediator of the relationships among managerial support, affective organizational commitment, and perceived internal employability, as shown in Table 2.

Step	Description
Step 1: Conceptualize Mediation as an Indirect Effect	Mediation appears when an indirect effect is present, regardless of whether the total effect is significant. X = Independent variable (e.g., MRGSUP) M = Mediator (e.g., SELFFC) Y = Dependent variable (e.g., AFECTM and INTEMP) The aim is to test whether X influences Y through M, not whether X directly predicts Y. A significant total effect ($X \rightarrow Y$) is not a prerequisite for mediation.
Step 2: Specify the Mediation Model	The mediation model includes three causal paths: Path a: Effect of X on M Path b: Effect of M on Y (controlling for X) Path c: Direct effect of X on Y (controlling for M) This model must be theory-driven, with the mediator justified conceptually.
Step 3: Estimate Path a ($X \rightarrow M$)	First, estimate whether the independent variable significantly predicts the mediator: $M = \beta_a X + \epsilon_M$ Path a reflects whether X influences the proposed mechanism. A significant path a supports the plausibility of mediation.
Step 4: Estimate Paths b and c' Simultaneously	Next, regress the dependent variable on both X and M: $Y = \beta_b M + \beta_c X + \epsilon_Y$ Path b: Effect of the mediator on Y Path c': Direct effect of X on Y after accounting for M Important: The significance of path c' does not determine whether mediation exists.
Step 5: Compute the Indirect Effect ($a \times b$)	The indirect effect quantifies the mediating mechanism: Indirect Effect = $a \times b$ This product represents how much of X's influence on Y is transmitted through M.
Step 6: Test the Indirect Effect Using Bootstrapping	Recommend bootstrapping to test the indirect effect because its sampling distribution is rarely normal. Procedure: Draw thousands of resamples (e.g., 5,000) Compute the indirect effect in each sample Generate a confidence interval (CI) Decision rule: Mediation is supported if the bootstrapped CI does not include zero.
Step 7: Classify the Type of Mediation (Zhao et al.'s Typology)	Propose a four-type mediation framework Complementary mediation (Indirect effect and direct effect are both significant and point in the same direction) Competitive mediation (Indirect and direct effects are significant but in opposite directions) Indirect-only mediation Indirect (effect significant; direct effect non-significant) No mediation (Indirect effect non-significant) Implication: Indirect-only mediation is valid and theoretically meaningful, even when $X \rightarrow Y$ is non-significant.
Step 8: Report and Interpret Results	A proper mediation report should include: Estimates for paths a, b, and c Size and significance of the indirect effect Bootstrapped confidence intervals Type of mediation according to Zhao et al.'s framework Interpretation should focus on mechanisms, not merely statistical significance.

Table 2. Mediation Testing Procedure

4. Results

4.1. Respondents' Characteristics

The majority of respondents are female participants (50.3%), aged 26 to 30 (53.1%), bachelor's degree holders (64.0%), and non-statisticians (52.5%).

4.2. Measurement Model

The results of testing the measurement model's quality are illustrated in Figure 1.

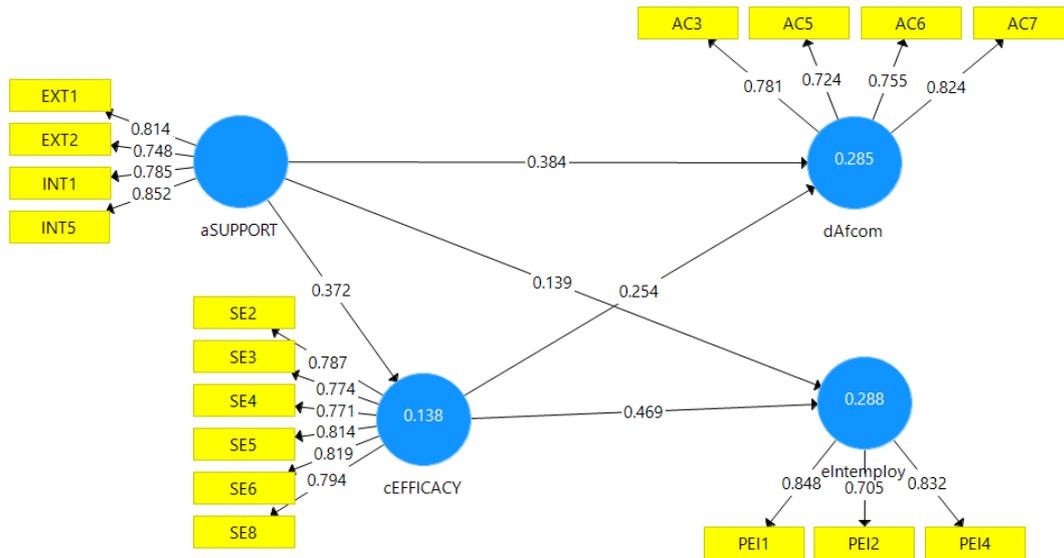


Figure 1. Measurement Model

Table 3 reveals that the study variables have factor loadings above 0.70 and AVEs above 0.5 (Hair et al., 2017), meeting the convergent validity standards. The composite reliability values for the study variables exceed 0.8 (Hair et al., 2017), indicating high internal consistency.

Variable	Outer Loading	AVE	Composite Reliability
MGRSUP		0.641	0.877
MS1: Financial success	0.814		
MS2: Self-esteem and self-esteem	0.748		
MS3: Maintaining good social relationships	0.785		
MS4: Innovating in self-development	0.852		
SELFFC		0.630	0.911
SE1: Able to solve difficult problems	0.787		
SE2: Able to achieve important results	0.774		
SE3: Believe that most endeavors can succeed	0.771		
SE4: Successfully overcomes many obstacles	0.814		
SE5: Able to carry out tasks effectively	0.819		
SE6: Able to perform reasonably well when circumstances are difficult	0.794		
INTEMP		0.596	0.855
PEI1: Retained employment even if there is downsizing	0.848		
PEI2: Personal networking	0.705		
PEI3: Respected in the organization	0.832		
AFECTM		0.636	0.839
AC1: Feeling that the organization’s problems are their problems too	0.781		
AC2: Feeling part of the family	0.724		
AC3: Feeling emotionally attached to the organization	0.755		
AC4: Having a sense of ownership of the organization	0.824		

Note. MGRSUP, managerial support; SELFFC, self-efficacy; INTEMP, perceived internal employability; AFECTM, affective organizational commitment

Table 3. Convergent Validity and Composite Reliability

Table 4 shows that the Heterotrait-Monotrait Ratio of Correlations (HTMT) values for the study variables are below 0.85, with confidence intervals below 1.0 (Hair et al., 2017), indicating they meet discriminant validity standards.

Variable	HTMT	
	MGRSUP	SELFFC
SELFFC	0.414 (0.254, 0.444)	
INTEMP	0.538 (0.250, 0.476)	0.432 (0.143, 0.356)
AFECTM	0.386 (0.029, 0.248)	0.633 (0.348, 0.556)

Note. MGRSUP, managerial support; SELFFC, self-efficacy; INTEMP, perceived internal employability; AFECTM, affective organizational commitment

Table 4. Discriminant Validity

Table 5 shows mean values ranging from 2.1595 to 4.0922, indicating that participants' perceptions ranged from moderate (2) to highest (5). The correlation matrix shows a variance inflation factor below 5.0, indicating no collinearity issues in the sample data (Hair et al., 2017).

Construct	Mean	Standard Deviation	Variance Inflation Factor		
			SELFFC	AFECTM	INTEMP
MGRSUP	3.8953	0.49721	1.000	1.161	1.161
SELFFC	4.0922	0.51114		1.161	1.61
AFECTM	2.1595	0.45173			
INTEMP	3.5190	0.72962			

Note. MGRSUP, managerial support; SELFFC, self-efficacy; INTEMP, perceived internal employability; AFECTM, affective organizational commitment

Table 5. Variance Inflation Factor and Descriptive Statistics

Table 6 shows the PLS-Predict results for all PLS-SEM items (Q^2 -predict values ranging from 0.019 to 0.192), and LM RMSE (Q^2 -predict values ranging from 0.016 to 0.190) are above zero, indicating highly symmetrical prediction errors. PLS-SEM values show lower prediction errors than LM RMSE values, suggesting medium predictive power (Shmueli, Sarstedt, Hair, Cheah, Ting, Vaithilingam et al., 2019). Finally, the IPMA results show that MGRSUP has the highest performance (71.519), followed by SELFFC (69.780), AFECTM (66.070), and INTEMP (64.501). Thus, INTEMP is a critical management issue that practitioners should address to enhance the effectiveness of managerial support in the organizations.

Table 7 shows how well the independent variable explains the variation in the dependent variable, using the following criteria: $R^2=0.02$ to 0.15 (small effect), $R^2=0.15$ to 0.26 (medium effect), and $R^2=0.26$ (large effect) (Cohen, 1988). MGRSUP explains 14% of SELFFC variance, showing a small effect. MGRSUP accounts for 23% of AFECTM variance, indicating a medium effect. MGRSUP accounts for 10% of INTEMP, suggesting a small effect. While SELFFC explains 16% of AFECTM variance, signifying a medium effect. SELFFC explains 27% of INTEMP variance, showing a large effect. Hence, MRGSUP and SELFFC contribute 29% of AFECTM, and MRGSUP and SELFFC contribute 29% of INTEMP, signifying a large effect. These results demonstrate that the model including SELFFC has higher explanatory power than the model excluding it. In particular, the inclusion of SELFFC in the model significantly strengthens the effect of MGRSUP on AFECTM and INTEMP, upgrading the effect size from small and medium to large.

The hypotheses testing for the direct effects model reveals two key findings: First, H1 ($B=0.375$; $t=8.118$), H2 ($B=0.476$; $t=11.320$), and H3 ($B=0.316$; $t=6.299$) are accepted, indicating MGRSUP significantly influences SELFFC, AFECTM, and INTEMP, respectively. The results of testing H1, H2, and H3 are exhibited in Figure 2.

Item	PLS SEM	LM RMSE	PLS SEM – LM RMSE	LM RMSE – PLS SEM
SE4	0.605	0.608	-0.003	0.003
SE5	0.597	0.595	0.002	-0.002
SE3	0.631	0.636	-0.005	0.005
SE6	0.684	0.676	0.008	-0.008
SE1	0.595	0.597	-0.002	0.002
SE2	0.605	0.609	-0.004	0.004
AC4	0.876	0.863	0.013	-0.013
AC3	1.035	1.027	0.008	-0.008
AC1	0.884	0.885	-0.001	0.001
AC2	1.015	1.016	-0.001	0.001
PEI3	0.858	0.848	0.01	-0.01
PEI2	1.105	1.106	-0.001	0.001
PEI1	0.702	0.703	-0.003	0.003

Table 6. Predictive Performance

Hypotheses	Beta	T-Statistic*	Decision	R ²	Decision
H1: MGRSUP → SELFFC	0.375	8.118	Supported	0.140	Small Effect
H2: MGRSUP → AFECTM	0.364	11.320	Supported	0.226	Medium Effect
H3: MGRSUP → INTEMP	0.316	6.299	Supported	0.100	Small Effect
H4: SELFFC → AFECTM	0.406	8.091	Supported	0.164	Medium Effect
H5: SELFFC → INTEMP	0.421	10.880	Supported	0.271	Large Effect
H6: MGRSUP → SELFFC → AFECTM	0.254	4.412	Supported	0.285	Large Effect
H7: MGRSUP → SELFFC → INTEMP	0.469	8.698	Supported	0.288	Large Effect

Note. *All t-statistics are significant at T-statistics > 1.96; **Model strength interpretation: 0.02-0.15 (small effect), 0.15-0.26 (medium effect), >0.26 (large effect) (Cohen, 1988)

Table 7. Results of Testing the Direct Effects Model and Mediating Model

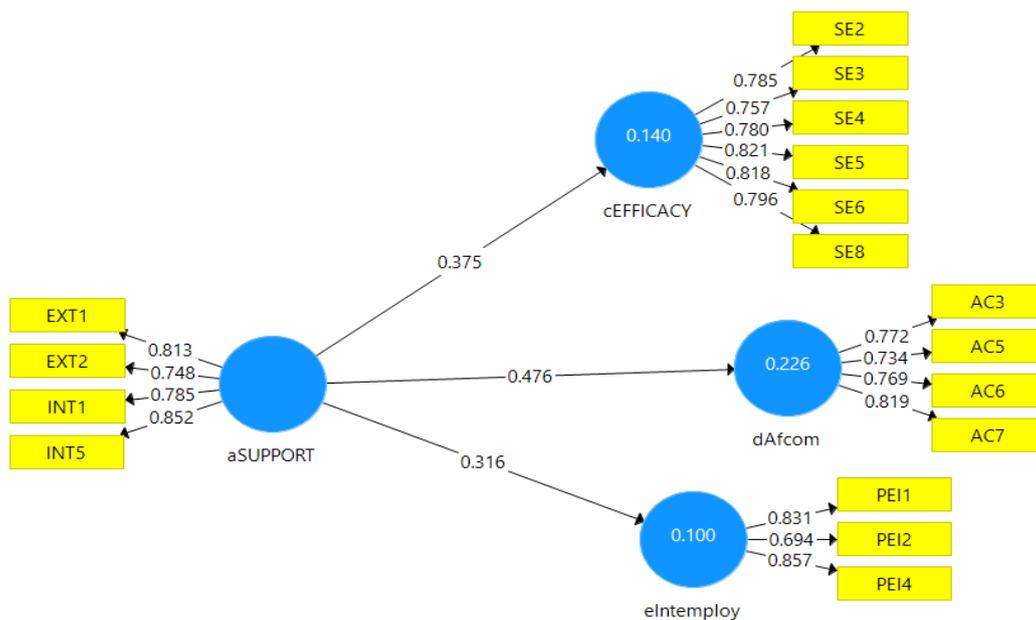


Figure 2. Hypothesis testing H1, H2 & H3

Second, H4 (B=0.406; t=8.091) and H5 (B=0.421; t=10.880) are accepted, showing that SELFFC significantly precedes AFECTM and INTEMP, respectively. The results of testing H4 and H5 are exhibited in Figure 3.

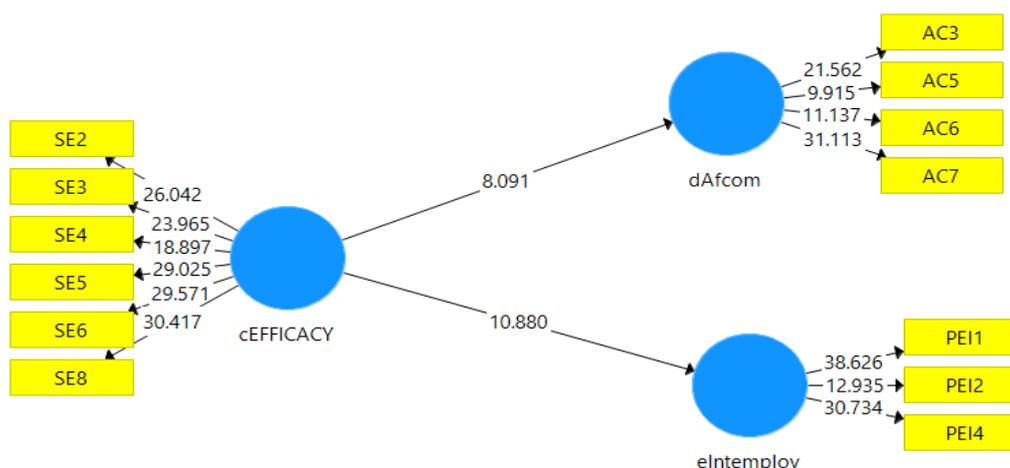


Figure 3. Hypothesis testing H4 & H5

The hypotheses testing for the mediating model reveals two key outcomes: First, H6 ($B=0.254$; $t=4.412$) and H7 ($B=0.469$; $t=8.698$) are accepted, demonstrating that SELFFC mediates the effects of MGRSUP on AFECTM and INTEMP, respectively. According to Zhao et al.'s (2010) mediating-type test, this study confirms that SELFFC partially mediates. It does not imply a weak model; instead, it explains part, but not all, of the relationship between the independent and dependent variables. This view suggests two situations: First, the effect of MGRSUP on AFECTM and INTEMP SELFFC is mediated by SELFFC. Second, MGRSUP can still affect AFECTM and INTEMP directly and indirectly. The outcomes of testing H6 and H7 are exhibited in Figure 4.

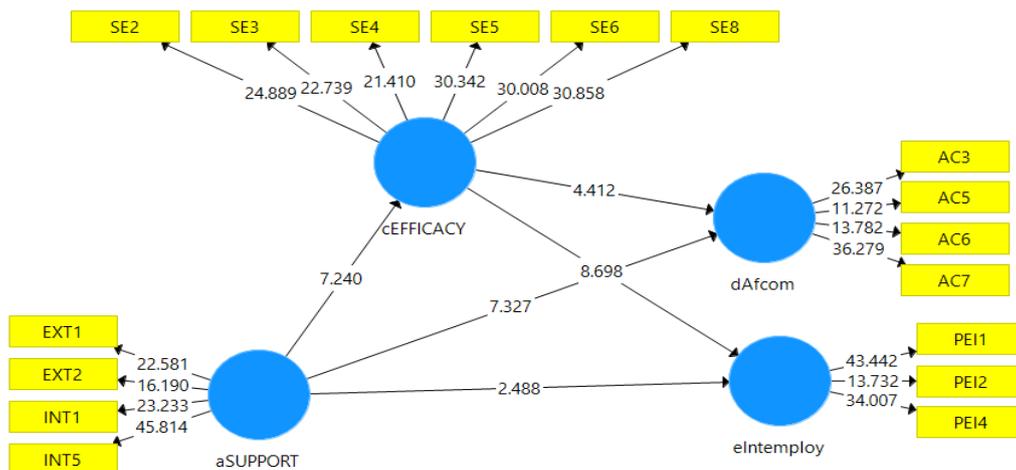


Figure 4. Hypothesis testing H6 & H7

4.3. Structural Model

The model fit test shows a standardized root mean square residual value of 0.080, indicating a good fit (Hair et al., 2017). The effect size (f^2 value) measures the contribution of a specific predictor relative to the baseline: 0.02-0.15 (small), 0.15-0.35 (medium), and greater than 0.35 (large) (Cohen, 1988). This test reveals four essential results: a) the effect of MGRSUP on SELFFC ($f^2 = 0.163$) was medium, b) effect of MGRSUP on AFECTM ($f^2 = 0.292$) was medium, c) effect of MGRSUP on INTEMP ($f^2 = 0.111$) was medium, d) effect of SELFFC on AFECTM ($f^2=0.164$) was small, e) effect of SELFFC on INTEMP ($f^2=0.373$) was large, f) effect of MGRSUP and SELFFC on AFECTM ($f^2=0.078$) was small, and g) effect of MGRSUP and SELFFC on INTEMP ($f^2=0.266$) was large. These results indicate that MGRSUP has a small effect size (f^2), suggesting the variable remains statistically significant. Still, its contribution to explaining AFECTCM variance is small (low explanatory

power). While MGRSUP has a large effect size (f^2), meaning that the effect of this variable remains statistically significant, its contribution to explaining the variance in AFECTCM is also large (high explanatory power). Lastly, the blindfolding test indicates that the Q^2 values for SELFFC ($Q^2=0.083$), AFECTM ($Q^2=0.148$), and INTEMP ($Q^2=0.170$) are greater than zero (Hair et al., 2017), demonstrating that the exogenous variables are predictive.

5. Discussion

This research shows that managerial support can indirectly influence affective organizational commitment and perceived internal employability through employees' self-efficacy. In this study context, most respondents view the levels of managerial support, self-efficacy, affective organizational commitment, and perceived internal employability as high. This finding explains that the ability of managers to implement various forms of support (e.g., inspirational, empathy, caring, feedback, coaching, mentoring, counselling, reward for performance, and online-based job) will improve employees' self-efficacy, which in turn may lead to higher affective organizational commitment and perceived internal employability.

The research offers three key implications: theoretical, methodological, and practical. Regarding the theoretical contribution, the results of the structural equation modeling test indicate that managers' support enhances positive employee outcomes. This result is consistent with the principal meaning of Path-Goal Theory (House, 1971), Transformational Leadership Theory (Bass & Riggio, 2006), and Organizational Support Theory (Eisenberger et al., 1986), which posit that managers act on behalf of their organizations by providing intrinsic and extrinsic aid, may increase positive employee attitudes and behaviors. The principal meaning of these theories have received strong support from managerial support research literature, which reveal that the ability of managers to integrate both intrinsic and extrinsic support in helping employees to execute complex and challenging job demands while aligning with their organization's objectives may lead to greater self-efficacy (Hamel et al., 2025; Mohamad et al., 2025), affective organizational commitment (Beltrán-Martín & Bou-Llugar, 2024; Elamin, 2024), and perceived internal employability (Borst et al., 2025; Qamar et al., 2025).

Second, employees' self-efficacy has enhanced affective organizational commitment. This outcome has received strong back up from past studies, which disclose that employees with high self-efficacy are willing to handle general and specific job roles (e.g., setting higher work objectives, preserving in challenging work, using knowledge to overcome obstacles in the workplace, engaging in extra-role activities, and exhibiting proactive behavior) can lead to higher affective organizational commitment (Fauzan et al., 2023; Huang, Lin et al., 2025; Pacheco et al., 2023).

Third, employees' self-efficacy has increased perceived internal employability. This finding has received support from previous studies, which reveal that employees with high self-efficacy have confidence in performing general and specific job functions (e.g., perform tasks well, continuously learning and improving, dealing with challenges and stress, taking active ownership of career planning and internal opportunities, performing proactively, setting ambitious goals, remaining optimistic, working hard to achieve objectives, demonstrating resilience, adaptability and effective stress management) can drive to greater perceived internal employability (Sabrina & Syahrizal, 2023; Long, 2024).

Finally, self-efficacy has mediated the relationship between managers' support and employee outcomes. This finding has supported the notion of Self-Efficacy Theory (Bandura, 1977a) which states that an individual's self-efficacy is strongly affected by four primary variables: a) mastery performance (an individual will gain experience when he/she takes on a new challenge and is successful at doing so), b) vicarious experiences (observing other individuals completing a task (social models) will inspire an individual's beliefs that he/she can also master comparable activities to succeed), c) social persuasions (receiving motivation while performing a complex task can persuade an individual to believe that he/she also has sufficient skills and abilities to succeed.), and d) emotional and psychological states (an individual's emotional, physical and psychological well-being can influence how he/she feels about his/her personal abilities to handle certain situations). Employees with high self-efficacy can boost their positive attitudes and actions. The essence of the theory has received strong backing from previous positive psychology studies, which acknowledge that benevolent managers who are willing to provide both intrinsic and extrinsic support in daily jobs will strongly invoke employees' confidence and belief in their

abilities to perform their job, which in turn can lead to more substantial affective organizational commitment (Özdemir et al., 2024; Santiago-Torner, 2025) and perceived internal employability (Özdemir et al., 2024; Suutari & Tornikoski, 2023).

It is essential to address the theoretical gaps, as they can contribute to a more detailed, process-oriented understanding of management support for employee outcomes in knowledge-based organizations (Rauf, Jabar & Mansor, 2021). First, most previous studies have established a direct effect of managerial support on affective organizational commitment and perceived internal employability. However, the role of self-efficacy underlying this relationship has only been examined as a peripheral variable, thereby ignoring its potential as a core explanatory mechanism linking management support to employee outcomes (Ni, Li, Bao, You & Li, 2024; Sabrina & Syahrizal, 2023). Second, most existing studies treat self-efficacy as a static individual trait rather than a dynamic one, and do not account for shaping its context and managerial behavior. This assumption may limit theoretical understanding of self-efficacy as a process-oriented construct in the relationship between managerial support and employee outcomes (Tao, Zhang, Geng, Li & Qiu, 2024; Zare, Derakhshan & Madiseh, 2025).

Third, most previous studies have examined self-efficacy as an implicit or partial mediator. Therefore, this study approach is unable to empirically prove the magnitude and direction of self-efficacy as a mediating variable in the relationship between management support and employee outcomes (Liu et al., 2024; Mi & Xi, 2025). Lastly, many prior studies have emphasized narrow or traditional employee outcomes, such as job performance and job satisfaction. In contrast, they have less explored the mediating role of self-efficacy in shaping the impact of managerial support on broader, more sustainable employee outcomes, including affective organizational commitment and perceived internal employability (Mi & Xi, 2025; Ni et al., 2024).

Regarding methodological soundness, the measurement scale meets the criteria of validity and reliability. This achievement can help improve accurate and reliable research results. Hence, in terms of practical contribution, the IPMA results have helped practitioners to identify that perceived internal employability is a critical management issue that should be addressed to enhance the effectiveness of managerial support in the organizations. To address this problem, practitioners need to consider the following solutions: First, enhancing managerial support practices such as regular feedback, individualized mentoring, and open communication can significantly improve employees' confidence and self-efficacy. Employees who feel valued and capable are more likely to be committed to the organization and view themselves as internally employable. Second, manager training programs should emphasize their role in fostering psychological resources, such as self-efficacy. This involves technical or procedural support and emotional and motivational guidance tailored to each employee's needs. Third, career development systems should include mechanisms that enable employees to reflect on and strengthen their self-efficacy. This can consist of mastery experiences, peer modeling, and structured goal-setting sessions, which enhance perceptions of internal mobility and reduce turnover intentions. Finally, organizations aiming to retain talent and build a resilient workforce should invest in support systems that reinforce employees' emotional and developmental needs. By positioning self-efficacy as a strategic lever, organizations can more effectively align managerial behavior with employee growth and organizational success. However, broad claims about organizational change or leadership evolution should be avoided unless supported by longitudinal evidence.

6. Conclusion

This study tested the research framework developed based on the management support literature. The measurement model met the validity and reliability criteria. Structural equation modeling indicates that employees' self-efficacy mediates the effect of managerial support on affective organizational commitment and perceived internal employability. This finding explains that self-efficacy is a dynamic individual trait and, shaped by managerial support, can strongly evoke positive employee outcomes in the management support models of the studied organizations. Hence, this finding is consistent with and has also been extended in empirical studies conducted in both Western and Asian contexts. Future research should focus on self-efficacy as a crucial dimension of the managerial support domain. The ability of managers to provide support in various forms that align with employees' needs and expectations can significantly enhance positive attitudes and behavioral

outcomes (job satisfaction, innovative behavior, ethical behavior engagement, and retention), ultimately improving organizational performance in times of global competition and innovation.

This research has some methodological and conceptual limitations. First, cross-sectional data provide a limited view of participants' perspectives on the study issue. Second, the specific characteristics of the study constructs were not assessed. Third, the study's framework was tested in only one government sector, limiting its applicability. Lastly, data collected through purposive sampling may not adequately represent the entire population. These limitations may hinder the generalization of the research findings across diverse organizations.

This research proposes important recommendations to guide future research. First, attention should be given to participants' traits, such as gender, age, education, and job roles, to better understand the differences in their perspectives on the study issues. Second, the study framework should be tested in both the government and private sectors to understand its implications better. Third, future research may use longitudinal studies to evaluate the effectiveness of the study framework over time and under diverse conditions.

Fourth, a longitudinal study should be used in future research to clarify the direction of cause and effect relationships more accurately than a cross-sectional study, assess how attitudes and behaviors of employees develop or change over a period of time, and distinguish between short-term and long-term effects, as well as assess the stability or fluctuation of variables over time. Fifth, future studies should conduct comparative, cross-cultural research that includes the mediating role of self-efficacy. This study paradigm would be particularly valuable in determining whether the mediating role of self-efficacy is the same or different across institutional and cultural settings. Sixth, future studies should use mixed methods to complement quantitative findings with qualitative insights. For example, sequential and exploratory mixed methods can shed light on how employees interpret management support and how these perceptions shape their self-efficacy and employee outcomes.

Seventh, future research should examine both intrinsic and extrinsic managerial support, which are essential for developing a competent workforce. Eighth, horizontal and vertical job opportunities related to perceived internal employability should be prioritized, as they are widely emphasized in labor-market studies. Ninth, future research should investigate specific types of self-efficacy, such as self-efficacy in occupational, career, and learning, as a nuanced mediating mechanism by examining the magnitude, direction, and potential nonlinear effects of their effects on the relationship between managerial support and different dimensions of employee outcomes. Distinguishing among these self-efficacy types can yield more profound insights into which are most influential in a given organizational context.

Tenth, future research should expand the scope of employee outcomes beyond traditional performance metrics to include well-being, perceived external employability, career adaptability, and innovative work behaviors. This expansion focuses on increasing the practical relevance of the research and contributes to a more holistic understanding of employee development. Lastly, future research may benefit from stratified random sampling, which can better represent the entire study population. These recommendations should be explored to strengthen future research.

Declaration of Conflicting Interests

The authors declared no potential conflicts of interest regarding the research, authorship, and/or publication of this article.

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Appendix

Copy of Survey

Variable	Questionnaire (7-point Likert scale)	References
Managerial Support (MGRSUP)	<p>MS1: Financial Success</p> <p>a) I feel satisfied with the financial rewards I receive from my work. b) My current income reflects the effort and skills I contribute. c) I believe I am financially successful compared to my peers. d) My financial achievements motivate me to work harder. e) I am confident about my ability to secure financial stability in the future.</p> <p>MS2: Self-Esteem</p> <p>a) I feel proud of the work I accomplish. b) I believe in my ability to handle difficult challenges. c) I feel confident in my skills and knowledge. d) I value myself as an important member of the organization. e) I have a positive attitude toward myself, even when I face setbacks.</p> <p>MS3: Maintaining Good Social Relationships</p> <p>a) I easily build positive relationships with colleagues. b) I actively support my coworkers when they need help. c) I feel respected and accepted by others in my workplace. d) I maintain open and effective communication with people around me. e) I am able to resolve conflicts with others in a constructive way.</p> <p>MS4: Innovating in Self-Development</p> <p>a) I actively seek opportunities to improve my knowledge and skills. b) I am open to new ideas that can enhance my personal and professional growth. c) I apply creative approaches to solve problems in my work. d) I take the initiative to learn new things without waiting for instructions. e) I continuously evaluate myself to achieve better performance.</p>	Moreira et al. (2022) and Rhoades & Eisenberger (2002)
Self-Efficacy Instrument (SELFFC)	<p>SE1: I am confident in my ability to solve difficult problems. SE2: I believe I can achieve important results through my efforts. SE3: I am convinced that most endeavors I engage in can be successful. SE4: I can successfully overcome many obstacles that I face. SE5: I am able to carry out tasks effectively. SE6: I can perform reasonably well even when circumstances are difficult</p>	Schwarzer & Jerusalem (1995)
Affective Organizational Commitment (AFECTM)	<p>AC1: I feel that the organization's problems are also my problems. AC2: I feel like I am part of a family within this organization. AC3: I feel emotionally attached to this organization. AC4: I have a strong sense of ownership toward this organization.</p>	Allen & Meyer (1991)
Perceived Internal Employability (INTEMP)	<p>PEI1: Retained employment even if there is downsizing</p> <p>a) I believe that my current skills and performance would allow me to remain employed even if my organization undergoes downsizing. b) I feel confident that my organization will continue to retain me in times of organizational restructuring. c) Even during layoffs, I think my chances of staying employed within the organization are high.</p> <p>PEI2: Personal networking</p> <p>a) I actively build professional relationships within my organization to support my career security. b) My personal connections in the organization increase my chances of being retained. c) Networking with colleagues and managers enhances my perceived employability inside the organization.</p> <p>PEI3: Respected in the organization</p> <p>a) I am respected by my colleagues for my contributions to the organization. b) My supervisors and peers recognize me as a valuable employee. c) The respect I receive in the organization strengthens my sense of job security.</p>	Redondo et al. (2024)

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