

Article

Determining the Factors Influencing the Behavioral Intention of Job-Seeking Filipinos to Career Shift and Greener Pasture

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Abstract: The current diverse opportunities available worldwide have caused an increase in the pursuit of changing jobs in the Philippines for greener pastures, leading to a decrease in organization efficiency due to career shifts or intentions for shifting. With the evident movement of workers, this study aimed to establish a model for determining the factors that influence job-seeking Filipino workers to shift careers and seek greener pastures by holistically analyzing variables using the Theory of Planned Behavior and the Value-Belief-Norm. A total of 210 valid responses among employees who shifted careers were collected through online surveys via social media platforms using purposive sampling. Partial least square structural equation modeling as the main multivariate tool was utilized to assess the hypothesized relationships. The findings of this study revealed that self-transcendence values in shaping personal norms and ascription to responsibility affected the intention to career shift or greener pasture-seeking behavior. In addition, subjective norms affected attitude, while organizational commitment negatively affected intention for greener pastures. It was seen that the factors that affect intention behavior the most among Filipinos were better opportunities, financial stability, workplace environment, and work–life balance—a notion that connects with the Protestant Work Ethics. It was evident that self-perception of a better career, growth, and overall profit merged to influence the intention of a career shift. It could be suggested that job rotation and job enhancement may reduce these intentions and lead to satisfaction among employees. Moreover, job roles may be reevaluated to identify (dis)satisfaction among employees, so the spearheading team may evaluate what actions are needed. Enhancement of skills and development through seminars and training may also be considered.

Keywords: behavioral intentions; career shift; structural equation modeling; theory of planned behavior; Value-Belief-Norm Theory



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1. Introduction

Work is considered to possess significance that extends into a social context beyond the confines of an organization. The term job, on the other hand, is seen as the product of the interplay between situational attributes, organizational dimensions, and how an individual perceives their value and relevance [1]. Finding a job that suits a career aspiration in the current generation has been deemed challenging. As society becomes more complex and industrialized, work has essentially transformed into a way to secure a livelihood and provide economic sustenance [2]. Divina [3] said that most jobs in the Philippines involve customer relations and services such as customer service in insurance and call centers, digital marketing, information technology, data analysis, healthcare, and education, to name a few. Most of them are within the business processing and outsourcing (BPO) industries.

However, challenges such as those in BPO and customer relationships were presented as evident. Despite its rise in the market leading to the need for employees, Gumasing et al. [4] highlighted how people in the country are either unwilling to work in the industry due to work schedules, financial constraints, or salary issues. In addition, other jobs

like healthcare and education also presented challenges such as a lack of infrastructure, materials, and low salary [5]. This led to an increase in migrating workers, which the country could not widely utilize as local resources or professionals [6].

Vecchio [7] evaluated the truthfulness of Morse and Weiss's [2] conclusion that even with sufficient financial means to support themselves, workers would still desire to engage in employment. According to the U.N. Population Division's forecast [8], it is predicted that the global population will surpass ten billion by the year 2059, with North America having the highest employment-to-population ratio, while both Europe and Central Asia are among the lowest [9].

In the Philippines, the starting working age is around 15 years old, and about 92.2% of the citizens are employed [10,11]. However, data revealed that there is still an increased trend in job seekers despite the high employability in the country, as depicted in Figure 1 [10]. From 1.1 million in 2018, it doubled in 2023 (2.2 million), according to records. With the given numbers and considering that more than half of the population is in the working age group, it was of great interest to study the beliefs and intentions of the Filipino labor force.

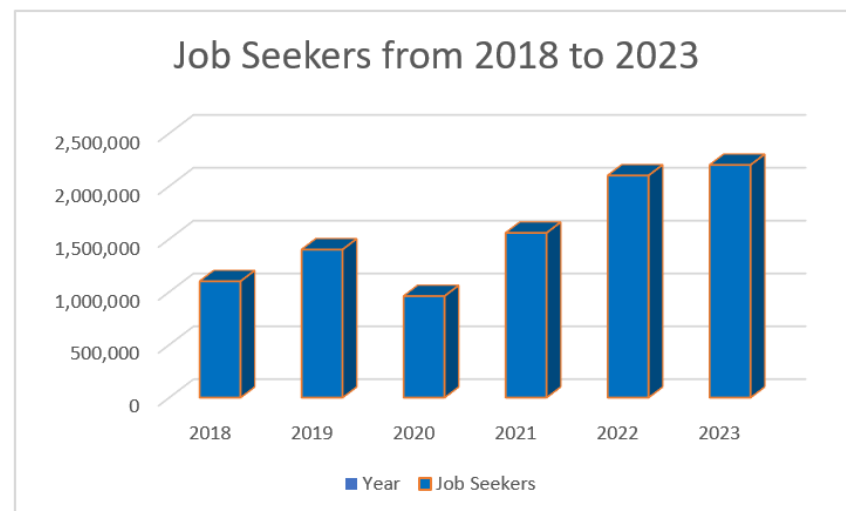


Figure 1. Job-seekers in the Philippines (2018–2023).

The number of employers and the number of vacancies also rose to 67.5% and 179.8%, respectively [12]. The labor turnover survey by the Philippine Statistics Authority [13] conducted in the 4th quarter of 2021 reported that among the employee-initiated reasons for separation of workers, 40.3% quit their jobs because of personal issues, 30.7% were because they were hired by another company, and 7.9% were due to family considerations. This career shift in the Philippines has had a great impact internationally since the Philippines is said to be one of the most highly employable countries in the world. As expressed in the study of Ong [14], Philippine professionals are needed in other countries in the medical field, exportation, agriculturists, engineers, and even have a huge impact on the supply chain as the Philippines is in the middle of trading—specifically among industrial products.

Similarly, the study of Meniado [15] presented that Philippine workers are preferred and needed internationally because Filipinos are generally perceived as competent, persevering, committed, and compassionate. Ang and Tiongson [16] also stated that the ability of Filipino workers to easily secure employment overseas is attributed to their decent educational qualifications, English proficiency, and readiness to take on jobs that may require minor skills. Therefore, there is a need to address behavioral intentions related to career shifts in order to advance the sustainability of businesses, career development, and organizational sustainability in the Philippines. Limited exploration of unemployment, career shifts, greener pastures, or labor force motivation in the Philippines is evident. The crucial implications for strategies and actual mitigation for careers and professionals to

be available in the Philippines cannot be resolved despite the high requirement for the labor force and unemployment rate [12,13]. Thus, focusing on this aspect is critical for the country to foster and develop—reducing career shift intentions among employers.

In the study of Ibarra [17] regarding career transition/shift and change, the definition rose to any significant modification of the demands of a job or the environment in which one works [18,19] and as a procedure that could lead to a change in one's occupation, profession, or approach to work while still performing the same job. There is also a deficiency of consensus regarding the meaning of a career change, and the U.S. Bureau of Labor Statistics has not endeavored to quantify the frequency of individuals changing careers throughout their professional lives [20]. Although, employers are encouraging sustainable employability more often today [21], the workers themselves are still responsible for maintaining employability [22]. Therefore, for businesses to be able to provide sustainable employment, sustain the labor force, and proceed with the business, the need to understand the behavior, values, and beliefs of professionals is crucial to reducing career shifts.

Based on the Cambridge University Dictionary, "Greener Pasture" refers to a new place or activity that offers new opportunities. People who pursue a career shift seek better opportunities for their careers and a beneficial workplace environment. However, many workplace settings in developing countries are subpar or not up to the expected acceptable standards [23]. As expressed by Pineda et al. [24], professionals migrate to other countries due to a rise in demand and greener pastures. It was evident from the qualitative data that opportunity, workforce, and employment contradict the available practices in the Philippines. In addition, Inocian et al. [25] presented how a greater educational background in the Philippines would lead to greener pastures in employment. However, the country does not fully provide an avenue for education to be widely available—leading to challenges among future professionals [14].

For these issues to be holistically measured, several behavioral theories could be considered as a theoretical basis. Taking the popular Theory of Planned Behavior (TPB) by Ajzen [26], the generalization of behavioral intention and the actual behavioral actions of individuals could be measured. This was proven to be effective in professional job intent analysis by Feakes et al. [27] when analyzing Australian veterinarians. The highlight was the profession itself; attitude and practice in the workplace led to positive intentions. On the other hand, the bibliometric analyses of careers by Jiang et al. [28] on the use of TPB presented a positive outlook. Their identification presented significant positive behavioral intention when attitude and perceived behavioral control were positive. However, studies such as that of Gorgievski et al. [29] extended the TPB to holistically measure beliefs and values among career shifters. As evidenced by Ajzen [26], TPB could provide generalized behavioral insight among researchers. Nonetheless, specific measurements should involve the extension of the model like that from Gorgievski et al. [29]. Therefore, it could be posited that the TPB variables are highly probable to be utilized in assessing behavior among individuals.

The study of Maljagic et al. [30] implicated that recent developments in Industry 5.0 still present an important notion of work and employee engagement, competitiveness, human-centric focus, value, and overall sustainability for the quality management process in Society 5.0. Moreover, Sabino et al. [31] explained that both social and economic contexts for perceived organizational performance are significant variables affecting job and career satisfaction. It was presented from the studies that the overall behavior of employees affects their performance in an organization, wherein the structure, system, and process should have an employee–employer impact on positive work engagement and retention. Therefore, this study opted to dissect the different behaviors through the TPB domains to specifically highlight the factors affecting the intentions of Filipino workers. Despite the application, there is still a need for model extension or integration for a better assessment of human behavior [26]. For a holistic assessment, this study noted the variables under the values-belief-norms (VBN) theory from Ghazali et al. [32].

The VBN theory is commonly considered for sustainability measures among energy and consumption-related industries. Nonetheless, the concept behind the variables considered could be considered for the assessment of individual intentions [33]. Al Mamun et al. [33] measured the practice and behavior of employees in an energy conservation industry. Aside from the pro-environmental beliefs among individuals, the highlight was the ascription of responsibility, social norms, and personal norms. In the context of VBN, the ascription of responsibility relates to the responsibility of an individual due to the actions of others [34], while personal norms and social norms may relate to the normative actions current people are taking [33]. Therefore, the holistic assessment of career shift and greener pasture may be evaluated using the integrated TPB and VBN—similar to the context of the study of Gorgievski et al. [31]. Since their study was only limited to TPB and extended variables of openness and self-enhancement, it was suggested that perspective from other measure items may be considered for the overall assessment to be covered. For support, Homocianu [34] explained that there should be satisfaction among perceived values to obtain overall life satisfaction. These values include financial aspects, freedom, happiness, democracy, and health. Carvalho et al. [35] further elaborated on the engagement and conflicts that may be present among individuals. That is, dedication and rigor among employed individuals are significant domains affecting conflict. Thus, it could be posited that behaviors are not the only domains that should be considered, but values, beliefs, and norms as well [36,37], all of which affect employee engagement, intention, and compliance among employees.

The objective of this study was to examine the present circumstances of Filipino workers who are exploring career changes and greener pastures within the Philippines. To accomplish this goal, the study integrated both TPB and VBN theories. Structural equation modeling (SEM) was employed to analyze and assess the cause-and-effect connections among various factors that could potentially lead to a shift in careers, such as self-transcendence, ascription of responsibility, personal norms, perceived behavioral control, subjective norm, attitude, intention to career shift, intention for greener pasture, and organizational commitment. The results of this research have the potential to offer valuable insights to both the government and private sectors, aiding in a deeper comprehension of the workforce for long-term sustainability. Furthermore, the study's outcomes will hold considerable importance for job providers and employees in the Philippines. This could shed light on Filipino workers' workplace preferences and ultimately contribute to higher job retention rates and positively impact an organization's effectiveness and profitability. Additionally, this information can assist job providers in implementing changes in their workplace and organizational structure that are mutually beneficial for all parties involved.

2. Literature Review and Conceptual Framework

The utilization of the TPB and VBN theories in this study is based on their demonstrated effectiveness in explaining behavioral intentions from prior literature. The conceptual framework of this study is represented in Figure 2, yielding a total of 10 hypotheses. Values, beliefs, norms, and behavioral attributes were considered in this study since Dhali et al. [37] explained that psychological well-being and emotional aspects play crucial roles in affecting turnover intention. In addition, perceived stress from jobs and commitment to the organization reflect workplace satisfaction [38]. Based on the related outlook, the behavioral intention of employees could be fully assessed with the concepts from the theories considered.

In the Philippine context, it could be posited that Filipino workers have an inclination toward altruistic values since most Filipino workers care and show concern for the welfare of other people. Filipino culture is very family-oriented [39], and Filipino workers prefer to prioritize their families' needs over their own [40]. Dealing with self-transcendence, Wong et al. [41] explained that individuals possessing this promote high levels of selflessness and adhere to responsibilities. Filipinos are cultured to adhere to the family-first notion [42], it could influence their struggle to find distinct jobs to cater to both personal and immediate

people's needs [43]. As evidenced by the study of Kurata et al. [44], Filipinos tend to adhere to jobs due to responsibilities and personal beliefs. However, the exploration of work performance was evidently influenced by burnout and stress from work. Therefore, self-transcendence may have a relative influence on career shifts and greener pasture intentions among Filipinos. Thus, the following hypotheses were built:

H1. *Self-Transcendence and Ascription of Responsibility have a positive correlation.*

H2. *Self-Transcendence and Personal Norms have a positive correlation.*

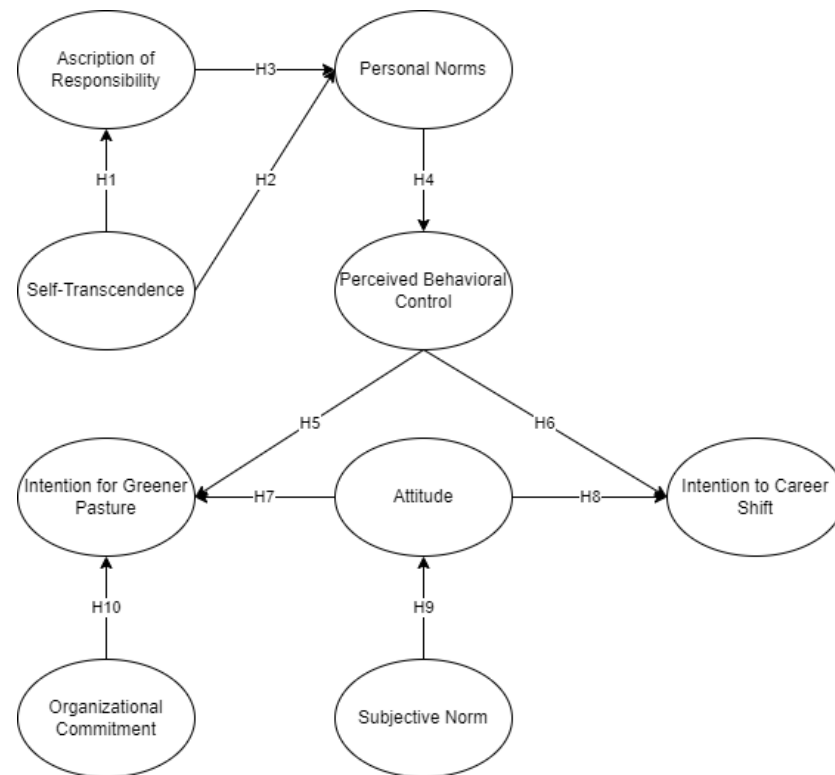


Figure 2. Theoretical framework.

Ascription of responsibility involves an individual's belief regarding whether a person can either prevent or exacerbate the likelihood of anticipated negative consequences [45]. It is also evident in how humans are held accountable for their conduct or actions [32]. Research has underscored that the ascription of responsibility serves as a catalyst for the development of personal norms [46]. Bronfman et al. [47] and Rezvani et al. [48] expressed that there is a growth in personal norms when there is a greater level of ascription of responsibility. In addition, a recent study of behavior in an organization showed that personal norms are then predicted by the ascription of responsibility [49]. Moreover, Fauzi et al. [45] proved that the ascription of responsibility effectively predicted personal norms. Thus, it was hypothesized that:

H3. *Ascription of Responsibility and Personal Norms have a positive correlation.*

Personal norms strongly predict intended behavior as they refer to the individual's strong belief in the rightness or wrongness of certain actions [46,50] and moral obligation [51]. Fenitra et al. [46] characterized personal norms as an individual's perception or sense of moral obligation to behave in a specific manner or act confidently, regardless of whether it is deemed right or wrong. In this study's context, Filipinos can perceive of having a job as a personal obligation, and having a job means financial security. Ilagan

et al. [52] asserted that the primary motivator for Filipino workers is monetary incentives for their family needs. Filipino workers are also driven by self-satisfaction; therefore, it was proven to provide positive organizational commitment, greater productivity, and the intention to stay longer at the organization [53]. However, highlights were made of personal beliefs among Filipinos, leading to their own decision to leave jobs due to fatigue and stress [54]. Therefore, it was hypothesized that:

H4. *Personal Norms and Intention to Perceived Behavioral Control have a positive correlation.*

Perceived behavioral control is the individual's belief or perception regarding the extent to which they exert control over the execution of a particular behavior [55]. Perceived behavioral control is a critical component in shaping intentions, encompassing an individual's perception, ability, and sense of control over their actions [56]. This has proven to be a robust predictor of both intention and behavior, as it forecasts behavior based on an individual's perceived ability and opportunity to engage in a specific behavior [45]. In the study of Fernández-Valera et al. [57], the idea that one has effective control over their job search is known as perceived control. As a result, people are inclined to assess job searching as beneficial if they value it more and have more favorable perceptions of getting a job [58]. His results showed that perceived behavioral control exerts a substantial influence on intention. Thus, the following were hypothesized:

H5. *Perceived Behavioral Control and Intention to Greener Pasture have a positive correlation.*

H6. *Perceived Behavioral Control and Intention to Career Shift have a positive correlation.*

Attitude, as defined by Ajzen and Fishbein [59], refers to one's overall evaluation of a specific object, subject, or behavior, which can be positive or negative, likable or unlikable, and favorable or unfavorable. It holds significant importance in influencing behavior, as a person's attitude determines the behaviors they exhibit [60]. Constantini et al. [61] on workers' job crafting proved that attitudes were found to represent the overall assessment of the outcomes of a particular behavior. If individuals perceive positive consequences associated with a behavior, they are more likely to engage in it. For instance, if employees believe that participating in a job contributes to higher well-being at work, they are likely to develop behavioral intentions toward job crafting. In addition, Hall et al. [62] proved that Filipinos, even working overseas, are influenced by their own attitude. Despite having difficulties in the workplace, Filipinos tend to look for jobs that may provide them with greener pastures, leading to the pursuit of a career shift. Thus, the hypotheses were created as:

H7. *Attitude and Intention to Greener Pasture have a positive correlation.*

H8. *Attitude and Intention to Career Shift have a positive correlation.*

Behavioral intention denotes the capacity of an individual's inclination to partake in a specific behavior [63]. In relation to the established TPB model, subjective norms pertain to individuals' perceptions of how their reference group judges or evaluates a specific type of behavior [64]. Individuals can be swayed by the beliefs, desires, and encouragement of key figures in their lives. In an organizational context, the impact of social norms is likely influenced by organizational culture, as it creates a meaningful context shaping the attitudes and beliefs that guide employees' behaviors [65]. Fernández-Valera et al. [57] also showed that subjective norm was understood as the social pressure a person sees upon seeking employment. As explained by Kurata et al. [44], Filipino employee actions are influenced by other co-workers as well. This implies that acceptance of the work responsibilities is positive if others are accepting of them as well. Thus, it was hypothesized that:

H9. *Subjective Norm and Attitude have a positive have a positive correlation.*

The desire of employees to stay is stimulated by job satisfaction [66]. The work environment is another factor that influences people's career and work-life policies offered by an organization, contributing to heightened loyalty and commitment [67]. If an individual holds a positive sentiment about their job, it reflects a higher level of job contentment, whereas negative feelings indicate job dissatisfaction. When a person maintains a positive work attitude, they become more deeply dedicated to their organization, exerting a favorable impact on their job performance, ultimately leading to job satisfaction [54]. A positive outlook enhances employee performance, which, in turn, strongly influences a company's profitability.

Organizational commitment occurs when an employee embraces an organization's rules and regulations and desires to stay with it. Organizational commitment stems from job satisfaction and represents an employee's willingness to remain loyal to the organization, as evident in the study from the Philippines [68]. Certainly, an employee's perception of their job, work environment, and organization can profoundly influence their attitude, intention to pursue a career shift, and desire to seek better opportunities elsewhere. When employees have a positive perception of their job, feel that their work environment is supportive, and believe in the organization's values and opportunities, they are more likely to have a positive attitude, a lower intention to change careers, and may not actively seek greener pastures elsewhere [69]. Conversely, negative perceptions, dissatisfaction with the work environment, or a lack of career growth prospects can lead employees to consider career changes and look for better options. These perceptions can strongly influence an employee's overall job satisfaction and their commitment to their current role and organization. Thus, this study hypothesized that:

H10. *Organizational Commitment and Intention to Greener Pasture have a positive correlation.*

3. Method

3.1. Data Collection Procedure

This study employed a descriptive cross-sectional methodology. From the global survey made by Gumban [70], it was presented that about 1000 Filipinos intended to shift careers in 2023. Using the Yamane Taro calculation with a 90% confidence rate [71], it was seen that about 90 Filipinos would represent the study. However, the current study doubled this to provide more representation and generalization. In accordance, Hair [72] explained that the minimum sample needed for generalization using SEM should be about 150–200 respondents. A purposeful sampling approach was adopted to enlist 210 Filipino participants who voluntarily self-reported and self-administered an online survey.

This survey was disseminated through different social media platforms like X and Facebook, with the collection of data spanning from 1 March to 31 April 2023. Table 1 displays descriptive statistics for the demographic information of the 210 respondents. Notably, 57.14% were male, whereas 42.86% were female. The largest proportion of respondents fell within the 25–34 age group, comprising 51.9% of the sample. Additionally, 5.7% were below 25 years old, 26.2% were between 35 and 44 years old, and 16.2% were 45 years old or older. Similarly, the study of Carfora et al. [73] gathered 286 respondents, who also proposed the integration of the Theory of Planned Behavior and Value-Belief-Norm Theory and utilized Structural Equation modeling to test their hypotheses.

Among the surveyed participants, the majority hold college degrees (50.95%), followed by master's degrees (33.81%), and a smaller proportion have doctorate degrees (5.71%). Additionally, there are respondents who have completed vocational courses (4.76%), high school diplomas (4.29%), and a very small percentage with elementary-level education (0.48%). According to the Philippine Statistics Authority (PSA) [74], 26% of the workforce is within 25–39 years old, and 18% are 18–24 years old. The remaining 56% is from the older

generation. According to the study of AbouAssi et al. [75], recent trends in the Millennial and Gen Z age groups are that they are mostly pursuing career shifts, and dissatisfaction has been proven to be the main reason for leaving. Since this study was able to reach more than 57.6% of Millennials and Gen Z, they could be a representation of those pursuing career shifts and may also be for greener pastures.

Table 1. Demographic descriptive statistics.

Item	Type	Frequency (N)	Percentage (%)
Age	Under 25 years old	12	5.700
	25–34 years old	109	51.90
	35–44 years old	55	26.20
	45 years old and above	34	16.20
Gender	Male	120	57.14
	Female	90	42.86
Highest Educational Attainment	Doctorate Degree	12	5.710
	Master’s Degree	71	33.81
	Undergraduate	107	50.95
	Vocational Course	10	4.760
	High school Graduate	9	4.290
	Elementary Graduate	1	0.480
Are you currently employed?	Yes	205	97.62
	No	5	2.380
Previous/current job	BPO, IT, and Business Services	42	20.00
	Construction Industry	8	3.810
	E-Commerce Industry	2	0.950
	Food industry	25	11.90
	Manufacturing Industry	2	0.950
	Government agency	51	24.29
	Real Estate Industry	8	3.810
	Retail Industry	3	1.430
	Telecom Industry	67	31.91
	Tourism Industry	2	0.950
Status of previous/current job	Regular	26	12.38
	Part-time	1	0.480
	Contractual	183	87.14
Monthly income (in PHP)	Less than 15,000	39	18.57
	15,000–30,000	77	36.67
	30,000–45,000	44	20.95
	45,000–60,000	19	9.048
	60,000–75,000	14	6.667
	More than 75,000	7	8.095
Years of job experience	1–3	42	20.00
	4–6	59	28.10
	7–9	34	16.19
	10–12	20	9.520
	12–15	19	9.050
	16 and above	36	17.14
How satisfied are you with your current/previous job?	1—Not at all satisfied	5	2.380
	2—Slightly satisfied	21	10.00
	3—Moderately satisfied	74	35.24
	4—Very satisfied	78	37.14
	5—Completely satisfied	32	15.24

In terms of income distribution, the majority of respondents earn between 15,000 and 30,000 PhP (36.667%), followed by those earning between 30,000 and 45,000 PhP (20.952%),

and 45,000–60,000 PhP (9.048%). A smaller percentage falls within the income ranges of 60,000–75,000 PhP (6.667%), less than 15,000 PhP (18.571%), and more than 75,000 PhP (8.095%). As expressed by Gumasing et al. [76], this represents the population in the Philippines, as most are among the below-average rich to poor respondents with jobs.

Regarding geographical distribution, the largest portion of respondents come from the National Capital Region (NCR) at 36.19%, followed by region 8 at 31.429%, and region 2 at 14.762%. Region 1 accounts for 4.762% of the participants, while the remaining respondents are from various other regions across the Philippines. Thus, it could be posited that the majority of the respondents are within the main island of the Philippines [76].

3.2. Questionnaire

The questionnaire was divided into 13 sections: demographics, VBN variables such as self-enhancement, awareness of consequences, self-transcendence, and ascription of responsibility have 4 constructs, personal norms have 5 constructs, TPB variables such as intention, perceived behavioral control, subjective norm, attitude, as well as extension variables like career shift, organizational commitment, and greener pasture have 4 constructs. Presented in Table A1 is a detailed breakdown of the constructs and the corresponding measurement items, adapted from various existing studies [46,76–78].

3.3. Data Analysis

This study employed Structural Equation Modeling (SEM) because it is a suitable method for evaluating research theories drawn from various studies referenced in this research. As Hair et al. [79] elucidated, SEM possesses the ability to evaluate causal relationships among latent variables and their various interconnections. This approach has been adopted in other relevant studies, as it allows for the examination of both direct and indirect effects between observable and unobservable variables within a single model, as noted by Kiraz et al. [80]. In the study of Ampofo and Aidoo [81], SEM was utilized to measure the influence of knowledge and attitudes on the practices adopted by students to evade the infection of COVID-19. In another study by Naveed et al. [82], SEM was utilized to empirically evaluate the proposed theoretical model of Mobile Learning Acceptance among university students in Saudi Arabia. Their findings indicated that SEM has the capacity to present results related to all exogenous and endogenous latent variables [80]. Therefore, in this study, partial least square SEM (PLS-SEM) was employed using SMART PLS v3.0. Following the suggestion of Dash and Paul [83], any of the two types of SEM would produce the same results. Specifications on the difference highlighted were just on the sensitivity of PLS-SEM as well as the ability to provide convergent and discriminant validity as part of the software. This was deemed beneficial, especially since the integrated model was a modified version adapted from studies.

4. Materials and Methods

4.1. Measurement of the Variables

Prior to conducting the analysis, an initial test among 50 preliminary respondents was performed. As suggested by Hair et al. [79], this could be performed to check the questionnaire for clarity, corrections, and validity. It was observed that the overall reliability test (Cronbach's alpha output > 0.70) was deemed acceptable [73,79]. Therefore, the data collection process was employed. Following the study of Takasawa et al. [84], clustering was employed to determine the significant differences among measure items (i.e., items are different from and within each other), as seen in Table A2. In accordance, the total variance of the common method bias using Harman's Single Factor Test resulted in 14.027%. As suggested by Podsakoff et al. [85], it should be less than 50% to be acceptable.

4.2. Model Output

Figure 3 illustrates the initial Structural Equation Model (SEM) used to explore the behavioral intention of this study. The initial model was adjusted based on modification

indices to augment its fitness. Following the suggestion of Hair et al. [80], the relationship should have *p*-values less than 0.05 for it to be considered significant. In accordance, Dash and Paul [83] illustrated that factor loading (FL) should be greater than 0.70. As evident, all relationships are significant; however, items AR3, ST1, ICS3, SN1, and SN2 were insignificant. Hair et al. [72,79] suggested removing insignificant items for model fit enhancement. Therefore, Figure 4 presents the final SEM considered in this study.

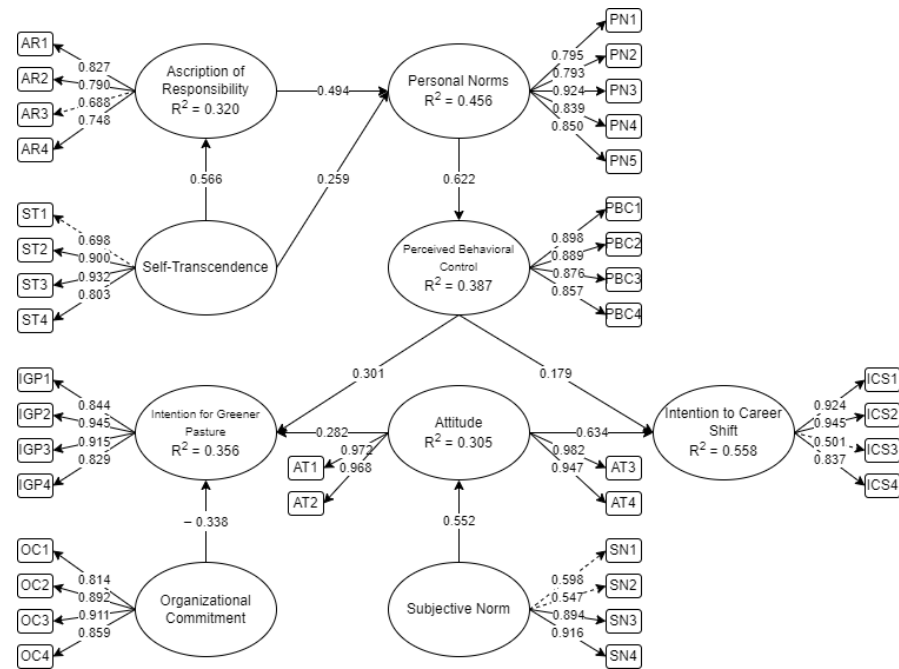


Figure 3. Initial SEM.

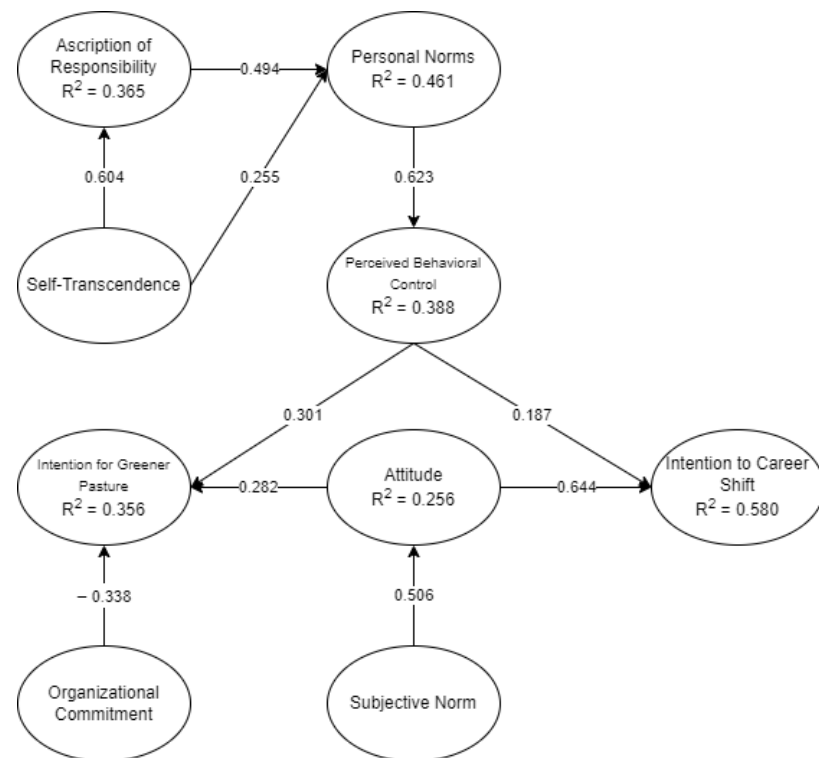


Figure 4. Final SEM.

Calculating the descriptive statistics, 3.297–4.478 were the mean responses of individuals to the measure items considered, with a 0.705–1.086 standard deviation. Moreover, the score of importance using the SHAP package showed that both AR2 and IGP1 were the most important factors [86]. Detailed descriptive statistics are presented in Table A3.

4.3. Reliability and Validity

The validity and reliability of the measure items are included in the Appendix A. The composite reliability of the study was calculated. According to Hair et al. [72], composite reliability (CR) and Cronbach’s alpha (CA) values greater than 0.70 are deemed acceptable. Moreover, the Average Variance Extracted (AVE) should be greater than 0.50 to be acceptable, which this study was able to provide (Table A4) [85].

In addition, the discriminant validity (Table A5) using the Fornell–Larcker Criterion (FLC) and Heterotrait-Monotrait Ratios (HTMT) was obtained. It could be posited that the diagonal values (square root of AVE) were higher than the correlation values in the FLC analysis, presenting acceptable output [87]. For further validation, the HTMT output obtained values less than 0.85, indicating that discriminant validity was achieved [88]. Since all items were within the threshold, the final SEM was deemed acceptable.

Lastly, the model fit of this study following Hu and Bentler [89] for Standard Root Mean Square Residual should be less than 0.08, where the model obtained 0.066. Hooper et al. [90] suggested that the Chi-Square value should be less than 5.00, and this study obtained 2.867. Moreover, the Normed Fit Index of greater than 0.80, as suggested by Baumgartner and Homburg [91], resulted in 0.823 in this study—deeming the final SEM to be acceptable.

5. Discussion

In this study, the researcher integrated the concept under VBN as an extension and used TPB as the main model to analyze how job-seeking Filipinos perceive the prospect of career shifts and greener pastures. A holistic assessment using SEM was employed to explore the associations among various latent variables, including Self-Transcendence (ST), Ascription of Responsibility (AR), Personal Norms (PN), Perceived Behavioral Control (PBC), Intention to Career Shift (ICS), Intention for Greener Pastures (IGP), Attitude (AT), Subjective Norm (SN), and Organizational Commitment (OC). Presented in Table 2 is the summarized output of this study, showing the decision for every hypothesis, its relationship, and effect.

Table 2. Summarized output.

Hypotheses	Relationship	B-Values	p-Values	Decision
1	ST→AR	0.604	<0.001	Accept
2	ST→PN	0.255	0.001	Accept
3	AR→PN	0.494	<0.001	Accept
4	PN→PBC	0.623	<0.001	Accept
5	PBC→IGP	0.301	<0.001	Accept
6	PBC→ICS	0.187	<0.001	Accept
7	AT→IGP	0.282	<0.001	Accept
8	AT→ICS	0.644	<0.001	Accept
9	SN→AT	0.506	<0.001	Accept
10	OC→IGP	−0.338	<0.001	Accept

Notably, AT presented the most significant direct effect on ICS (β : 0.644, $p < 0.001$). It could be posited that workers’ AT toward their current careers or job situations significantly influenced their ICS. This is similar to the findings of Shamir and Arthur [92], who explained that satisfaction among employees should be observed if they do not have the intention to shift careers. Workers who hold a more positive AT toward the idea of changing careers are more likely to intend to make a career shift [93]. A positive AT can be a driving force behind the motivation to explore new career opportunities and make informed choices

about their professional paths if no career growth or satisfaction is seen. Comparable to the findings of this study, people would have the ICS because they would want to have a job that they like, is beneficial for them, meaningful, favorable, or desirable. Saari and Judge [94] explained that AT plays a crucial role in job satisfaction and a positive AT toward one's current career may lead to contentment and less interest in changing careers; otherwise, it would encourage individuals to seek alternative career paths that better align with their preferences.

Second, PN affected PBC significantly ($\beta: 0.623, p < 0.001$). For the professionals in this study, it was elucidated that their job is an obligation and a security. They also feel guilty about not having a job, and having a job makes them feel responsible. As reflected in the same results from the study of different studies [95–98], PN would be highly significant if individuals believed that their jobs are important, contribute to society, and fulfill certain obligations—shaping their perception with a sense of responsibility. Therefore, this has implications for individual behavior, workplace dynamics, community engagement, and the design of effective interventions and policies. This finding indicates that the PN, as a belief an individual holds about a specific behavior, such as job-seeking, can impact their perception of how much control they have over carrying out that behavior [99]. In line with this study, workers who strongly believe in engaging in a specific behavior are more likely to perceive that they can control and successfully execute that behavior. This alignment encourages individuals to act consistently with their beliefs [95]. If their PN prioritizes a behavior, such as job-seeking, they are more likely to perceive control over the process and act accordingly. Wu et al. [100] presented how PBC mediated people's behavioral intentions. It was suggested that there might be an increased sense of autonomy in their career decisions and actions; therefore, alignment can lead to more goal-oriented and intentional behavior.

Third, ST affected AR ($\beta: 0.604, p < 0.001$) and PN ($\beta: 0.255, p = 0.001$). With the feeling that there should be equal opportunities for all, compassion for family, and help for family and friends, studies justified the values employees perceived in job-seeking career decisions [77,98,101]. That is, workers who feel jointly responsible for job-related matters may also feel more in control of their career choices and actions, which may lead to more intentional and goal-oriented career decisions. This relationship shows how collective responsibility and shared obligations can influence a worker's readiness to act on those responsibilities, which could involve career-related decisions and actions.

In relation, AR directly affected PN ($\beta: 0.494, p < 0.001$) due to the sense of responsibility and societal welfare. Workers who strongly feel responsible for job-related matters and welfare problems are more likely to be motivated to take actions that align with their intentions to pursue better career opportunities [32,46]. As a reflection, workers who prioritize values associated with responsibility and social contributions may channel these values into their career intentions. It was suggested that workers with a strong sense of responsibility may channel their intentions through values and norms that prioritize societal well-being [95,102]. This is similar to other implications from related studies [103–105].

Fifth, SN has a direct and significant influence on AT ($\beta: 0.506, p < 0.001$). It was seen that individuals who influence people hold a job, leading to an interest in positive AT. Moreover, family and friends have negative notions about people without jobs, and holding a job is relatively important. This implies that the opinions, expectations, and social pressures of significant others play a role in shaping a worker's overall attitude toward having a job they like. The direct influence suggests that the thoughts and approval of significant individuals in the worker's societal circle strongly affect their AT—similar to other findings [64,106,107]. If these workers value job preferences, it can lead to a positive AT toward the concept of liking one's job. In the context of this study, this relationship may suggest that a worker's AT toward job preferences and career choices is influenced by the approval and expectations of those around them. In addition, SN underscores the influence of social pressure and important people in an individual's life [108]. If workers perceive that their family, friends, or other significant individuals expect or desire them to make a

career shift, it can be a motivating factor for such a change [109]. The level of support and encouragement from important individuals can play a crucial role in career decisions, and workers may be more inclined to pursue a career shift when they perceive that those close to them endorse and support the decision [110].

Sixth, PBC presented a significant direct effect on ICS (β : 0.187, $p < 0.001$) and IGP (β : 0.301, $p < 0.001$). People indicated that they possess the capabilities to do the job they want, have the necessary skills, perceive that the job they want would be convenient, and that it is their own choice to consider a job. As reflected, this is mediated by AT, and it greatly affects the values and beliefs of individuals for career-seeking behavior [100]. Job satisfaction and alignment with career goals were seen to encourage workers to explore better options that align with their career aspirations [111–113]. Even workers with a generally positive attitude toward their current jobs may have a strong intention to seek better opportunities, emphasizing the motivational role of attitude in career decision-making.

In this regard, PBC can be linked to practical factors such as having the essential skills, resources, and confidence to make a career change and seek greener pastures. These practical considerations influence their intentions and decisions [114,115]. Workers who believe they have the control to take steps toward a better career match their intentions with their perceived ability to act, and this alignment may lead to more focused and intentional actions. In the context of this study, workers who feel in control of their career decisions may be more likely to set their intentions on pursuing greener pastures. They may believe they can actively make choices to improve their professional prospects.

Lastly, OC directly and negatively affected IGP (β : -0.338 , $p < 0.001$). This implies that individuals who are strongly committed to their current organization are less likely to have the intention to seek better job opportunities or make a career change. OC often relates to job satisfaction, and higher organizational commitment can serve as a retention factor for organizations [114,116]. In line with this study, workers who are committed to their current workplace are less inclined to consider external or other job opportunities. Satisfied workers are less likely to actively seek greener pastures because they are content with their current work environment. Moreover, workers with strong OC may have a sense of attachment to their workplace, which can deter them from pursuing new career opportunities [66–68]. The negative perception indicates a potentially strong employer-employee relationship, and this relationship can lead to loyalty and a reduced intention to leave for better prospects [115].

As a reflection of the established protestant ethics developed by Weber, it could be noted that the significant variables identified fall under the initiator's theory development [116]. That is, work attitudes and ethics such as independence, non-leisure, hard work, and asceticism are dominant components for the multidimensional measurement of work ethics variables. Mudrak [117] highlighted that the main reason work orientations are different is due to the Protestant work ethics and dimensions of work: work locus of control, time structure and purpose, and behavior. It could be posited that the belief of a person that hard work pays off is still prevalent in the present time, which is why people continue to act on finding greener pastures and pursuing career shifts. Evident from the results of the study, the highest significant variables were among personal beliefs and personal connotations—people opt to shift for a better future, career growth, and rewards. Rusu [118] further elaborated on the perspective of people when it comes to working. It was presented that people agreed on the notion that it is humiliating to obtain money without hard work, that those who are lazy are people who do not work, and that work should always come first. Related to the output of this study, better opportunities, financial stability, workplace environment, and work-life balance were prominent constructs for pursuance. Therefore, the overall construct and findings may be aligned with the concept of protestant work ethics by Weber.

5.1. Theoretical Implications

The results of this study offer a theoretical foundation that can serve as a framework for future researchers and scholars interested in the field of career behavioral intention. It investigates the factors influencing the career shift intentions of job-seeking Filipinos, shedding light on the complex interplay of personal values, social influences, and individual beliefs in shaping career-related behavior. This study has key findings, which include the importance of personal norms driven by values like concern for others and fairness in motivating career decisions, underlining the role of internalized values in guiding intentions. The significance of shared responsibility for societal issues [119–122] and job-related matters in driving the intention to seek better job opportunities [114] suggests the need to integrate collective concerns into career decision models.

Moreover, the direct and indirect effects of self-transcendence values on career intentions [123] emphasized the multifaceted nature of the factors influencing career decisions. The indirect impact of subjective norms on the intention to seek better opportunities also revealed the impact of extrinsic social factors and the need to consider the part of social norms in career intention models. Lastly, the complex interplay of motivational factors, highlighting how values, attitudes, and beliefs interact to influence career intentions and leading to a deeper understanding of the forces driving career-related behavior, was evident [124]. The role of SEM in uncovering these patterns was beneficial. The discussion made by Hair et al. [123] about SEM guided the researchers with the implications created. Through holistic measurement of measure items for the unobserved variables, studies could employ a robust analysis for identifying key factors and attributes relating to career-related behavior, specifically career shifts and green pasture-seeking individuals.

5.2. Practical and Managerial Implications

The practical implications of this study are substantial and offer valuable insights for various stakeholders, including career counselors, human resource professionals, individuals seeking career changes, and organizations. As presented, employees would have the intention to shift careers because they would want to achieve financial stability, experience roles that are satisfying and genuinely enjoyable, ignite their passion, and achieve work–life balance. Career counselors can use these insights to guide individuals toward aligning their personal values with their career goals, resulting in more meaningful and satisfying career choices [125]. The connotation of work–life balance and doing something they genuinely enjoy would be considered. This means that Filipino labor markets and employers may consider the aspects of roles and responsibilities that may be deciphered for individuals by means of job rotation or job enhancement—depending on their values and capability beliefs. This may lead to an enhanced perception of valuable roles being accomplished. On the other hand, human resources in the industry can enhance talent management and employee engagement strategies by recognizing the role of personal values in recruitment and retention [126]. For example, the interviews among employees on what (dis)satisfaction experiences they have could provide a reassessment of practice and develop further improvement in the workplace. This would enlighten employers and labor markets of what is expected by employees, which employers may align, if possible, for better satisfaction, job engagement, and overall relationships for the labor workforce in the country because this is still evidently practiced. Lastly, providing employees with skills training and enhancement may lead to the ignition of passion in their roles and responsibilities—having the capability to enhance job performance. Despite being present in the current generation, these skill training and enhancements are still widely practiced in the labor market and by employers in the country. These developments may lead to increased satisfaction and a reduced intention to shift careers.

In addition, higher compensation was also seen for greener pasture intention, as well as greater opportunities seeking, new challenges, and a sense of a new and improved workplace. The suggestion for better alignment and restructure by labor markets, employers, and even the government could enhance job satisfaction and retention. With the evident

inflation rate happening across the world, the Philippines may reconsider the enactment of higher wages. Moreover, organizations can promote a culture of social responsibility and ethical behavior, leading to a more committed and socially conscious workforce [127]. This study also emphasizes the importance of ethical decision-making, which can lead to more inclusive and equitable workplaces. Family and social support play a crucial role in career decisions [128], and organizations can support career changers through skill development, recruitment strategies, work–life balance initiatives, and tailored training for career advisors [129]. These practical implications have the potential to positively impact both individuals and organizations, fostering ethical, values-driven, and fulfilling career journeys—leading to reduced intention for career shifts and greener pasture-seeking behavior, which is not only applicable in the Philippine labor market but to other industries across different countries as well.

6. Conclusions

This study offers a thorough insight into how various factors in an integrated model shape individuals' career intentions. It highlights the significant role of self-transcendence values in influencing the ascription of responsibility, personal norms, perceived behavioral control, and intentions to career shift and greener pasture-seeking behavior. It was seen that the foremost factors affecting intention behavior among Filipinos were better opportunities, financial stability, the workplace environment, and work–life balance. It could be suggested that job rotation and job enhancement may reduce these intentions and lead to satisfaction among employees. Moreover, job roles may be reevaluated to identify (dis)satisfaction among employees, so the spearheading team may evaluate what actions are needed. Enhancement of skills and development through seminars and training may also be performed.

Through holistic assessment using SEM, it was seen that all relationships were deemed significant. The indirect effect of self-transcendence on ascription to responsibility, personal norm, perceived behavioral control, and attitude led to a positive effect on the intention for a career shift and greener pastures. Moreover, organizational commitment and subjective norms greatly affected the intention for greener pastures and the attitude toward the intention to shift careers. The behavior was seen to be similar among Filipinos, even in foreign countries, depicting similar values, beliefs, behaviors, and norms. These findings have practical implications for organizations and career development professionals, suggesting that fostering self-transcendent values and creating a supportive work environment can encourage individuals to pursue career changes that align with societal well-being. In essence, the study offers valuable insights into the complex web of influences on career intentions, benefiting individuals, organizations, and career development experts.

Limitations such as reduced generalization due to cross-cultural examination, language, and professionals who answered the measure items could be some limitations future research could consider. In addition, sample size and response diversity may be accounted for by future researchers. The qualitative aspects could be considered by means of interviews and open-ended queries, and perceived values and belief changes over time may be considered for enhancement of study output. Future research may also cover aspects like methodology enhancement using machine learning, deeper calculation of correlation, and fuzzy metaheuristics approaches for higher predictive power.

Limitations and Future Research

This study provides valuable comprehension of the relationship between personal values, career intentions, and social influences but has some limitations to consider:

1. The sample size and its diversity might limit the generalizability of findings, suggesting a need for larger, more diverse samples. The percentage-wise output of the data collected represented a sample for generalized insight, but the diversity when it comes to profession, age, and salary may raise other findings. This is because personal beliefs and professional goals may vary even if the collected sample represents those

within the telecom, BPO, and government agencies. It is suggested that a longitudinal or experimental investigation to understand personal values and professional goals may be considered.

2. The study's questionnaire in English could benefit from translation into Filipino to accommodate a wider range of respondents, as Wenz et al. [129] examined the effect of language proficiency on survey data quality. Despite the country being diverse in the English language, it is worth noting that older and less educated respondents are more prone to providing lower-quality responses if distributed with these types of questionnaires.
3. The questionnaires were distributed through online channels and social media platforms. As Dwivedi et al. [130] stated, one of the drawbacks of social media is that it can lead to the misrepresentation of information. To address this limitation, future research endeavors could adopt a mixed-methods approach, incorporating qualitative interviews or observational research. The use of a cross-sectional strategy in the study restricts its capability to create causal relationships; in addition, subsequent studies might explore longitudinal or experimental designs for a more comprehensive understanding.
4. Self-report measures may introduce bias, so complementing them with other data sources such as collective demographic characteristics, statistical analyses with other countries, and even cross-cultural examination could enhance the study's robustness.
5. Additionally, values and career intentions can evolve over time, which this study does not account for, making long-term studies valuable. Recognizing these limitations is valuable for future studies and research to advance and broaden our comprehension of these complex dynamics.
6. Lastly, tools to elucidate similarity among measure items, variables, and demographic characteristics may be performed using machine learning and deep learning algorithms [131]. It is suggested that future researchers may consider this analysis as a fuzzy decision-making process [132], or even fuzzy decision-making for prediction [133].

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Appendix A

Table A1. Constructs and measurement items.

Variable	Codes	Constructs	Reference
Self-Transcendence	ST1	I feel that there should be equal opportunities for all	Ghazali et al. [32]
	ST2	I have the compassion to care for my family	
	ST3	I have the capability to help my family	
	ST4	I have the capability to help my friends	
Ascription of Responsibility	AR1	I share responsibility for having a job	Fenitra et al. [78]; Hoeksma et al. [79]
	AR2	I sense collective responsibility for societal welfare issues	
	AR3	I play a significant role in addressing societal welfare problems	
	AR4	Individually, people can contribute to job creation	
Personal Norms	PN1	It is my obligation to find a job	Fenitra et al. [78]
	PN2	People like me should find a job	
	PN3	It is my own obligation to secure a job	
	PN4	I would experience guilt if I couldn't secure a job	
	PN5	Having a job made me think of myself as a responsible human being	
Perceived Behavioral Control	PBC1	I possess sufficient body strength to have the job I want	Fenitra et al. [78]
	PBC2	My time would be convenient working in a job I want	
	PBC3	I have the necessary skills for the job I want	
	PBC4	The career path I will take is my own choice	
Subjective Norm	SN1	The individuals who hold significance in my life has a job	Fenitra et al. [78]; Ghazali et al. [32]
	SN2	My family and friends would disapprove if I do not have a job	
	SN3	People in my social circle believe having a job is important for me	
	SN4	The significant people in my life would prefer me to have a job	
Attitude	AT1	For me, having a job I like is very beneficial	Fenitra et al. [78]; Hoeksma et al. [79]
	AT2	For me, having a job I like is very meaningful	
	AT3	For me, having a job I like is very favorable	
	AT4	For me, having a job I like is very desirable	
Intention to Career Shift	ICS1	I intend to have a career shift to experience job satisfaction in a role I genuinely enjoy	Fenitra et al. [78]; Ghazali et al. [32]
	ICS2	I intend to have a career shift to pursue a job that ignites my passion	
	ICS3	I intend to have a career shift to enhance my financial situation	
	ICS4	I intend to have a career shift to prioritize and achieve a better work–life balance	
Organizational Commitment	OC1	I feel challenged in my current/previous job	Fenitra et al. [78]; Hoeksma et al. [79]
	OC2	I am satisfied with my current/previous job	
	OC3	There are opportunities for growth in my current/previous job	
	OC4	The workplace/environment is beneficial for me	

Table A1. Cont.

Variable	Codes	Constructs	Reference
Intention for Greener Pasture	IGP1	I intend to have a change in career for higher salary	Fenitra et al. [78]; Ghazali et al. [32]
	IGP2	I intend to have a change in career for greater opportunities	
	IGP3	I intend to have a change in career for new challenges	
	IGP4	I intend to have a change in career for a new and improved workplace	

Table A2. A 5-cluster measure item significance.

		Sum of Squares	df	Mean Square	F	Sig.
ST1	Between Groups	41.388	4	10.347	13.115	0.000
	Within Groups	104.931	133	0.789		
	Total	146.319	137			
ST2	Between Groups	43.145	4	10.786	27.970	0.000
	Within Groups	51.289	133	0.386		
	Total	94.435	137			
ST3	Between Groups	40.111	4	10.028	33.099	0.000
	Within Groups	40.295	133	0.303		
	Total	80.406	137			
ST4	Between Groups	22.897	4	5.724	13.586	0.000
	Within Groups	56.038	133	0.421		
	Total	78.935	137			
AR1	Between Groups	28.174	4	7.043	23.234	0.000
	Within Groups	40.319	133	0.303		
	Total	68.493	137			
AR2	Between Groups	20.904	4	5.226	13.184	0.000
	Within Groups	52.720	133	0.396		
	Total	73.623	137			
AR3	Between Groups	10.903	4	2.726	5.214	0.001
	Within Groups	69.531	133	0.523		
	Total	80.435	137			
AR4	Between Groups	25.247	4	6.312	15.817	0.000
	Within Groups	53.072	133	0.399		
	Total	78.319	137			
PN1	Between Groups	34.315	4	8.579	21.001	0.000
	Within Groups	54.330	133	0.408		
	Total	88.645	137			
PN2	Between Groups	25.902	4	6.476	14.678	0.000
	Within Groups	58.677	133	0.441		
	Total	84.580	137			

Table A2. Cont.

		Sum of Squares	df	Mean Square	F	Sig.
PN3	Between Groups	45.132	4	11.283	27.583	0.000
	Within Groups	54.405	133	0.409		
	Total	99.536	137			
PN4	Between Groups	38.727	4	9.682	18.620	0.000
	Within Groups	69.157	133	0.520		
	Total	107.884	137			
PN5	Between Groups	62.988	4	15.747	33.682	0.000
	Within Groups	62.179	133	0.468		
	Total	125.167	137			
PBC1	Between Groups	42.669	4	10.667	26.285	0.000
	Within Groups	53.976	133	0.406		
	Total	96.645	137			
PBC2	Between Groups	37.959	4	9.490	21.278	0.000
	Within Groups	59.316	133	0.446		
	Total	97.275	137			
PBC3	Between Groups	33.215	4	8.304	20.761	0.000
	Within Groups	53.198	133	0.400		
	Total	86.413	137			
PBC4	Between Groups	39.625	4	9.906	19.954	0.000
	Within Groups	66.027	133	0.496		
	Total	105.652	137			
SN1	Between Groups	18.602	4	4.651	7.932	0.000
	Within Groups	77.978	133	0.586		
	Total	96.580	137			
SN2	Between Groups	9.876	4	2.469	2.743	0.031
	Within Groups	119.726	133	0.900		
	Total	129.601	137			
SN3	Between Groups	29.207	4	7.302	13.475	0.000
	Within Groups	72.068	133	0.542		
	Total	101.275	137			
SN4	Between Groups	28.227	4	7.057	14.429	0.000
	Within Groups	65.048	133	0.489		
	Total	93.275	137			
AT1	Between Groups	56.207	4	14.052	59.807	0.000
	Within Groups	31.249	133	0.235		
	Total	87.457	137			
AT2	Between Groups	53.241	4	13.310	58.268	0.000
	Within Groups	30.382	133	0.228		
	Total	83.623	137			

Table A2. Cont.

		Sum of Squares	df	Mean Square	F	Sig.
AT3	Between Groups	52.496	4	13.124	53.249	0.000
	Within Groups	32.780	133	0.246		
	Total	85.275	137			
AT4	Between Groups	50.496	4	12.624	37.224	0.000
	Within Groups	45.105	133	0.339		
	Total	95.601	137			
ICS1	Between Groups	43.919	4	10.980	29.705	0.000
	Within Groups	49.161	133	0.370		
	Total	93.080	137			
ICS2	Between Groups	42.883	4	10.721	28.691	0.000
	Within Groups	49.697	133	0.374		
	Total	92.580	137			
ICS3	Between Groups	19.674	4	4.919	5.506	0.000
	Within Groups	118.818	133	0.893		
	Total	138.493	137			
ICS4	Between Groups	39.162	4	9.790	19.728	0.000
	Within Groups	66.005	133	0.496		
	Total	105.167	137			
OC1	Between Groups	78.989	4	19.747	31.330	0.000
	Within Groups	83.830	133	0.630		
	Total	162.819	137			
OC2	Between Groups	47.419	4	11.855	18.724	0.000
	Within Groups	84.204	133	0.633		
	Total	131.623	137			
OC3	Between Groups	74.077	4	18.519	42.689	0.000
	Within Groups	57.698	133	0.434		
	Total	131.775	137			
OC4	Between Groups	55.978	4	13.995	23.713	0.000
	Within Groups	78.493	133	0.590		
	Total	134.471	137			
IGP1	Between Groups	41.559	4	10.390	18.467	0.000
	Within Groups	74.825	133	0.563		
	Total	116.384	137			
IGP2	Between Groups	55.017	4	13.754	33.270	0.000
	Within Groups	54.983	133	0.413		
	Total	110.000	137			
IGP3	Between Groups	54.368	4	13.592	33.449	0.000
	Within Groups	54.045	133	0.406		
	Total	108.413	137			

Table A2. Cont.

		Sum of Squares	df	Mean Square	F	Sig.
IGP4	Between Groups	43.582	4	10.895	16.207	0.000
	Within Groups	89.411	133	0.672		
	Total	132.993	137			

Table A3. Descriptive statistics and importance of measure items.

Variable	Code	Mean	StDev	Importance	Initial FL	Final FL
Self-Transcendence	ST1	4.203	1.030	73.6%	0.698	-
	ST2	4.478	0.827	78.0%	0.900	0.909
	ST3	4.377	0.763	62.1%	0.932	0.934
	ST4	3.978	0.756	70.7%	0.803	0.835
Ascription of Responsibility	AR1	4.159	0.705	86.1%	0.827	0.859
	AR2	3.754	0.730	100.0%	0.790	0.758
	AR3	3.522	0.763	79.3%	0.668	-
	AR4	3.797	0.753	76.2%	0.748	0.771
Personal Norms	PN1	4.051	0.801	80.5%	0.795	0.793
	PN2	4.101	0.783	65.5%	0.793	0.792
	PN3	4.058	0.849	73.3%	0.924	0.924
	PN4	3.971	0.884	80.9%	0.839	0.839
	PN5	4.167	0.952	81.0%	0.850	0.851
Perceived Behavioral Control	PBC1	3.949	0.837	83.3%	0.898	0.898
	PBC2	3.928	0.840	93.3%	0.889	0.890
	PBC3	4.065	0.791	81.3%	0.876	0.875
	PBC4	4.130	0.875	64.9%	0.857	0.856
Subjective Norm	SN1	3.768	0.837	78.0%	0.598	-
	SN2	3.312	0.969	79.5%	0.547	-
	SN3	3.928	0.857	80.0%	0.894	0.960
	SN4	3.928	0.822	73.8%	0.916	0.967
Attitude	AT1	4.413	0.796	84.1%	0.972	0.972
	AT2	4.420	0.778	81.2%	0.968	0.968
	AT3	4.406	0.786	87.7%	0.982	0.982
	AT4	4.355	0.832	95.0%	0.947	0.947
Intention to Career Shift	ICS1	4.268	0.821	81.4%	0.924	0.936
	ICS2	4.232	0.819	87.2%	0.945	0.950
	ICS3	3.493	1.002	78.5%	0.501	-
	ICS4	4.167	0.873	86.3%	0.837	0.831
Organizational Commitment	OC1	3.297	1.086	89.0%	0.814	0.814
	OC2	3.420	0.977	82.9%	0.892	0.892
	OC3	3.572	0.977	80.5%	0.911	0.911
	OC4	3.514	0.987	99.4%	0.859	0.859

Table A3. Cont.

Variable	Code	Mean	StDev	Importance	Initial FL	Final FL
Intention for Greener Pasture	IGP1	3.862	0.918	100.0%	0.844	0.844
	IGP2	4.000	0.893	98.9%	0.945	0.945
	IGP3	4.065	0.886	76.4%	0.915	0.915
	IGP4	3.659	0.982	86.3%	0.829	0.829

Table A4. Convergent validity.

Variable	CA	CR	AVE
Attitude	0.977	0.983	0.935
Ascription of Responsibility	0.718	0.839	0.636
Intention to Career Shift	0.892	0.933	0.823
Intention for Greener Pasture	0.906	0.935	0.782
Organizational Commitment	0.893	0.926	0.757
Perceived Behavioral Control	0.903	0.932	0.774
Personal Norms	0.897	0.924	0.708
Subjective Norms	0.923	0.963	0.928
Self-Transcendence	0.874	0.922	0.799

Table A5. Discriminant validity.

Fornell-Larcker Criterion									
Variable	AT	AR	ICS	IGP	OC	PBC	PN	SN	ST
AT	0.967								
AR	0.594	0.797							
ICS	0.745	0.530	0.907						
IGP	0.447	0.448	0.505	0.885					
OC	0.406	0.684	0.455	0.506	0.870				
PBC	0.543	0.563	0.537	0.419	0.404	0.880			
PN	0.619	0.648	0.512	0.415	0.423	0.623	0.841		
SN	0.506	0.481	0.535	0.552	0.634	0.419	0.622	0.963	
ST	0.652	0.604	0.613	0.423	0.504	0.490	0.554	0.372	0.894
Heterotrait-Monotrait Ratio									
Variable	AT	AR	ICS	IGP	OC	PBC	PN	SN	ST
AT									
AR	0.693								
ICS	0.794	0.649							
IGP	0.470	0.546	0.564						
OC	0.579	0.404	0.599	0.337					
PBC	0.579	0.685	0.594	0.461	0.529				
PN	0.652	0.785	0.565	0.448	0.673	0.676			
SN	0.531	0.573	0.591	0.385	0.563	0.457	0.685		
ST	0.695	0.736	0.687	0.473	0.639	0.548	0.611	0.541	0.000

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