

A Model for Creating and Enhancing Employability in Public Organizations

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Abstract: The issue of employability in government organizations has gained increasing attention due to the need for a skilled and adaptable workforce that can navigate the complexities of public sector demands, economic shifts, and policy changes. Despite the growing importance of this topic, there is a lack of a unified model that addresses the various factors influencing employability within government organizations. This gap in the literature highlights the need for a systematic approach to understand and enhance employability in the public sector. Clarity, direction, and a summary of the current pronouncements on employment in the public and governmental sectors were the objectives of this thorough review. To achieve this objective, the meta-synthesis procedure guided our analysis. This meta synthesis was conducted using a keyword search in the Web of Science database from 2010 to December 2024. English-language studies that investigated employment factors in government organizations were included in the study. 25 papers were identified and included in this review. This synthesis led to the emergence of six main categories such as education and employability, political and civic dimensions, economic impact, personality traits and motivations, vulnerability in the public sector and social equity and community well-being. The findings underscore the importance of aligning public sector employment strategies with broader economic and social objectives, addressing inequalities, and fostering career development through targeted policies. This model provides actionable insights for policymakers to strengthen workforce resilience and adaptability in public organizations.

Keywords: Meta-synthesis; Employability; Governmental Organizations; Public Sector

1 Introduction

With estimates indicating that it makes up about 20% of all jobs in Europe and can reach up to 45% when areas like social work, health care, and education are included, the public sector contributes significantly to employment worldwide [1, 2]. This substantial share not only provides income for a large portion of the population but also plays a pivotal role in influencing wage-setting dynamics across the broader economy [3].

Despite the critical role of the public sector in job creation and economic stability, challenges related to employability within government organizations persist. Public sector employment is often perceived as stable; however, it faces increasing pressure to innovate, maintain high service quality, and meet rising public expectations, especially amid budget constraints and political pressures. In many instances, public sector employees report lower job satisfaction compared to their private sector counterparts, attributed to factors such as rigid hierarchical structures, slower career progression, and less competitive compensation packages. These challenges contribute to difficulties in attracting and retaining a skilled and motivated workforce. Moreover, the public sector continues to grapple with issues related to wage competitiveness. While public sector wages are often lower than those in the private sector, this disparity is exacerbated by perceptions of public sector work as less dynamic or rewarding in terms of personal career growth and financial gains. Additionally, public sector employees are frequently subject to strict regulations and oversight designed to ensure transparency, which can inadvertently increase pressure and stress, leading to higher rates of burnout and job dissatisfaction [4].

An ongoing concern is the aging workforce within the public sector. As older generations retire, there is an increasing need to attract younger talent who may have different expectations regarding career flexibility, development opportunities, and work-life balance. This demographic shift necessitates targeted recruitment strategies and career development programs that align with the evolving priorities of the future workforce [5].

Given these challenges, a comprehensive and integrated model for enhancing employability in the public sector is urgently needed. Existing literature has identified key factors such as transformational leadership, career progression opportunities, training, employee motivation, and work-life balance as crucial elements in improving employability within government organizations. However, these studies often examine these factors in isolation, lacking a holistic framework that addresses the intersectionality of these challenges.

This paper proposes a new model for public sector employment that synthesizes the diverse factors influencing employability in government organizations. By integrating the existing research, this model aims to guide policymakers and government agencies in creating more effective strategies to improve employability

and retain talent in the public sector. It is essential to move beyond the individual components discussed in the literature and build a comprehensive framework that incorporates multiple dimensions, including workforce development, policy alignment, and organizational culture. Such a model can serve as a foundation for future research, offering practical solutions to address the challenges of employability in the public sector and ensuring that government organizations are better equipped to meet future workforce demands.

In this regard, the research questions are described:

- 1) Who is employed in the public sector?
- 2) What is the role of public sector employment on welfare and the economy?
- 3) What are the fundamental challenges associated with public sector employment, particularly in the context of economic crises and structural reforms?
- 4) What factors affect employment in the public or government sector?

The theoretical background is presented in Section 2. Section 3 describes the meta-synthesis method. The results are explained in detail in Section 3, while Section 4 is used to explain the discussion. The conclusion is ultimately summarized in Section 5.

2 Theoretical background

Employability can be understood as the continuous development of ability and adaptability within the changed environment of the public sector and making sure the individual competencies meet organizational objectives. Employability is a multilevel concept which needs integration into an overall understanding through diverse theoretical viewpoints:

The ecosystem perspective on international human resource development identifies that employability is interlinked between the individual, organizational, and environmental levels. Anđelković, Handley [6] performed a meta-synthesis of the literature, which noted that multiple levels of influence-including personal attributes, organizational culture, and external environmental conditions-are important in developing effective HRD strategies. This perspective emphasizes the need for a holistic approach to enhancing employability in government settings.

The concept of job crafting also helps understand how employees can proactively adjust their work roles to their skills and interests in order to increase employability. Lazazzara, Tims [7] conducted a meta-synthesis of qualitative research on job crafting, which shows that such proactive behaviors may lead to greater job satisfaction, engagement, and adaptability. It therefore fosters job crafting within government organizations, thus giving employees the powers to design their roles

in ways that continue to develop themselves in congruence with organizational goals.

The capability approach further enables an inquiry into the organizational structures and policies that impede or promote employees' attainment of valuable outcomes. The capability approach was applied by Gong, Fan [8] to employability skills, focusing on how organizational support can help sustain opportunities for skill development and career advancement. Capability development is a culture to be nurtured within government organizations for sustaining competence and adaptability.

3 Material and methods

In considering the methodological style of meta-synthesis, one observes its inherent intention: the replicable and systematic synthesis of qualitative findings from multiple studies, going beyond literature review in the establishment of new epistemological contributions [9]. This methodological style allows for the comprehensive interpretation of social phenomena through aggregating and synthesizing qualitative research findings [10]. Unlike the practice of applying average methods, the meta-synthesis approach intentionally sets out to expand and broaden each study's finding to construct an enhanced more informative narrative framework with broader applicability and scope while not forgetting that there are constraints in place throughout literature. The research intent behind this meta-synthetic process was designing an integrated and actionable framework to develop and expand employment skills within government organizations based on systematic analytic techniques. Thereby, screening precursor research to yield strategic recommendations for optimizing labor productivity, human resource development, and occupational contentment in such organizational environments.

We adopted the approach outlined by Sandelowski and Barroso [11], which serves as a robust method for aggregating knowledge based on an exhaustive literature review.

The methodology included the following steps (See Table 1):

Table 1

Steps of meta-synthesis

Step	Description of steps
1	Formulating the Research Question
2	Comprehensive Literature Search
3	Appraisal of Studies
4	Data Extraction
5	Data Analysis and Interpretation

6 Synthesizing the Findings

7 Presentation of Results

This process emphasizes rigor, transparency, and a thorough integration of findings, making it ideal for creating comprehensive models and frameworks in qualitative research.

3.1.Data sources and search strategy

The Web of Science (retrieved on December 31, 2024) contained the publications that were part of this investigation. In Web of Science database, “(Employability OR Employment OR Employability) AND (Government OR "public sector" OR "public institutions")” was used as a search term. The filters applied were a time filter that excluded results before 2010 because older articles could influence and bias the results of the review. Therefore, documents after 2010 were not included for review. This provided a large number of results in Web of Science.

3.2.Eligibility and screening of literature

We identified and included individual papers in our review based on a set of eligibility criteria. Articles were deemed qualified if they:

- 1) the full text was available in English;
- 2) the article was relevant to employment in the public sector;
- 3) the article was published in a reputable journal;
- 4) the article was not a review article.

3.3. Quality Control of Included Studies

The quality control measures targeted the methodological soundness, relevance, and overall quality of the studies that were included in the final review. These features are aimed at enhancing the credibility and reliability of the synthesized findings with a view to ensuring that the model derived for employability within government organizations is comprehensive and evidence-based. The quality of the included studies was systematically appraised using a set of predefined criteria adapted from the CASP checklist for qualitative research.

3.4.Data Collection (Data screening and extraction)

The title screening of articles was performed by one of the experts, followed by abstraction and, finally full-text screening. After abstract screening, duplicates were removed. At each level of screening, a random 20% subset of articles was screened a second time by another expert and levels of agreement were calculated. Levels of agreement between reviewers were calculated using Cohen's kappa. For instance, if any disagreement was to arise regarding either the inclusion or the exclusion of the study, an experts' consultation reached a consensus with the advice sought from a

third expert. There was high computed kappa score showing high agreement as follows: $\kappa=0.85$. If disagreement arose between the two experts on inclusion or exclusion, the opinion of the third was considered in including or excluding an article.

4. Results

132 articles were obtained from the literature review, which after screening based on title and abstract yielded 82 manuscripts. The final screening was performed by full-text analysis, resulting in only 44 articles, of which only 25 met the inclusion and exclusion criteria (Figure 1).

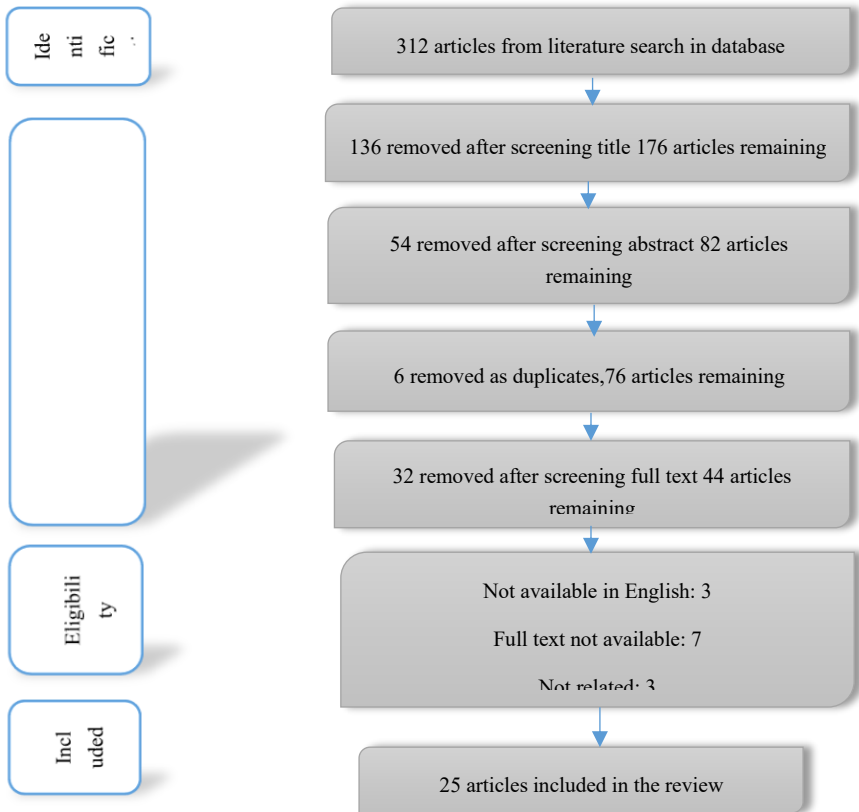


Figure 1

Flow diagram of the literature review process

4.1 Meta-synthesis of study findings

Using current information to "synthesize and create new knowledge" is the goal of the qualitative meta-synthesis approach [9]. The main themes that emerged from the coding process were initially grouped together to identify commonalities in the synthesis step of the research. The outcomes of the synthesis stage are shown in Table 3. Clusters of key concerns indicate that they reflect relatively similar concepts, traits, or perspectives on the subject.

Table 3

Themes and sub-themes emerged from the analysis		
Study references	Concept	Category
Gavriluță [12] Marzec and Austen [13]	Higher education policies and employment opportunities Positive effect of training on employability Training and career success Training and job satisfaction Job satisfaction and subjective career success	Education and Employability
Geys and Sørensen [15] Garmann [16] Gilad, Sulitzeanu-Kenan [34] Ayaita, Yang [25]	Public sector employment enhances civic engagement High voter turnout influences public sector employment Political responsiveness to voter behavior Partisan alignment and job choice in government Civic virtue and employment preferences Judicial overhaul and perceptions of threat to democracy	Political and Civic Dimensions
Bettoni and Santos [14] Hu [19] Mandel and Semyonov [21] Bettoni and Santos [22] Tomlinson [26] Gur [33] Colley [29] Winters [18] Drezgić, Grdinić [35]	Public sector hiring and economic stability Public sector and employee well-being Addressing relative deprivation Public sector as a sheltering effect Public sector and household savings Stability and economic behavior Public sector jobs as a tool for economic development Impact on sectors critical for economic development Economic context in employment policy design Veteran status and employment opportunities Disability ratings and employment opportunities Institutional conflicts and employment policies Impact of government ownership on job creation Personal income taxation and income growth Property and consumption taxes vs income taxes	Economic Impact
Vermeeren and Van der Heijden [2] Pfeifer [17] Yang, Wen [31] Van de Walle, Steijn [28] Hinna, Homberg [23] Jin and Pyle [24]	Positive impact of personality and risk-taking Public sector appeals to risk-averse individuals Public service motivation and public sector employment Intrinsic motivation and public sector preference Lower income/education and public sector preference Impact of Public Service Motivation on career preferences Public sector as a safe career option Contextual factors influencing career preferences Adverse experiences and public sector willingness Transformational leadership and employability Public service and extrinsic motivation drivers	Personality Traits and Motivations

Laird [20]	Great Recession and public sector inequality	Vulnerability
Mandel and Semyonov [21]	Protecting vulnerable workers in crises	in the Public
Mbuthia, Zhao [30]	Policies to address inequality and job stability	Sector
Yang, Wen [31]	Vulnerable groups affected by job cuts	
Colley [29]	Public sector inclusivity	
	Limited public sector job opportunities	
	Perceived discrimination and gender differences	
	Public management reforms and job security	
Mbuthia, Zhao [30]	Policy focus on sustainable job creation	Social Equity
Van de Walle, Steijn [28]	Public sector as a safe career option	and
Zhang and Wu [27]	Public sector and population health	Community
Tomlinson [26]	Public sector employment growth in less developed areas	Well-being
Bettoni and Santos [14]	Importance of balanced hiring	
Morris and Mo [32]	Labour government policies and public sector growth	
Bettoni and Santos [22]	Keynesian strategies for regional development	
	Extrinsic factors and job satisfaction	
	Public sector and labor supply	

Based on the concepts outlined in the table above, several distinct categories emerge. Below is a detailed explanation of each category:

Category 1 - Education and Employability

Within social arrangement, education functions as a dividing catalyst for lines of sustainable development. Education is a versatile instrument for human capital empowerment and capacity development. Education is also a fundamental mechanism for national development, which prepares citizens with essential vocational competencies required for proper performance in occupational settings [36]. This analytical component discusses the triadic relationship between necessary skills, credentialing qualifications, and educational alignment for public sector employability. The Growth Theory theoretical underpinnings describe how educational attainment not only correlates with better pay but also manifests in the form of greater labor productivity due to enhanced motivational factors [37].

Category 2 - Political and Civic Dimensions

This category examines how governance, policies, and civic motivations influence employability and job stability in the public sector. The interplay between public sector employment and civic engagement is multifaceted, influenced by voter behavior, political responsiveness, partisan alignment, and perceptions of democratic integrity. Understanding these dynamics is crucial for developing policies that promote active civic participation and a robust, responsive public sector [38].

Category 3 - Economic Impact

This category values the public sector's contribution to economic stability, job creation, and regional development. Public sector employment is intricately linked to various facets of economic impact, including stability, development, employee

well-being, and equitable opportunities. Understanding these relationships is essential for designing effective employment policies that foster economic growth and societal well-being.

Category 4 - Personality Traits and Motivations

Personality traits and motivations significantly influence individuals' preferences for public sector employment. Understanding these factors is essential for developing strategies to attract and retain a motivated and effective public sector workforce.

Category 5 - Vulnerability in the Public Sector

As public sector reforms continue, addressing the gaps in equality and job security is essential to mitigate the long-term effects of economic crises. Policymakers must prioritize inclusivity and protect the most vulnerable to ensure a more equitable recovery.

Category 6 - Social Equity and Community Well-being

The Great Recession exposed significant vulnerabilities within the public sector, particularly among marginalized groups. To enhance resilience against future economic downturns, it is imperative to implement policies that promote inclusivity, protect vulnerable workers, and ensure job stability within the public sector.



Figure 2

Employment model in the public sector

This model (see Figure 2) brings together essential elements to better understand and improve employability in the public sector. Each aspect plays a distinct role in building a well-rounded and comprehensive framework.

4.2. Discussion

This research adopts a meta-synthesis methodology to critically examine the existing body of literature on public sector recruitment, with a particular focus on the key factors and mechanisms shaping this process. Four central research questions were developed to frame the inquiry. The analysis is systematically

organized around these questions, offering a comprehensive interpretation of the findings derived from the reviewed studies. The results demonstrate that the literature effectively addresses all the proposed research questions, providing valuable insights into the topic.

RQ1: *Who is employed in the public sector?* Empirical research has recently illuminated the general significance of dispositional characteristics and intrinsic motivational systems in the determination of occupational sector preferences, more specifically public service careers. The realization of such deterministic factors becomes helpful in the formulation and implementation of effective recruitment and retention policies within the public sector. Empirical observations support that individuals with lower risk-tolerance inclinations exhibit stronger preferences for public sector career opportunities. Such preferential inclination is consonant with inherent stability and security characteristics typically inherent in public sector employment arrangements. Empirical studies have established a statistically significant association between risk-averse dispositional inclinations and increased propensity for public sector job selection compared to private sector employment [39]. The public service motivation concept entails an intrinsic dispositional inclination toward civic involvement and societal welfare enhancement. Respondents with high levels of public service motivation exhibit higher attraction to public sector career paths, motivated primarily by civic duty issues rather than by monetary returns. Research indicates that PSM positively influences organizational commitment among public employees [39]. Intrinsic motivation, characterized by engaging in activities for their inherent satisfaction, is a significant driver for individuals choosing public sector careers. This motivation aligns with the values and mission-driven nature of public service roles. Studies have found that intrinsic motivation correlates with a preference for public sector employment [40]. Individuals with lower educational attainment are more likely to prefer public sector employment. The public sector often provides stable employment opportunities that may be more accessible to individuals with these demographic characteristics. Research suggests that socioeconomic factors influence career preferences, with public sector jobs being perceived as more secure options [41]. Various contextual factors, including economic conditions, job market stability, and societal values, influence individuals' career preferences. These factors can affect the attractiveness of public sector employment, with individuals seeking stability and alignment with personal values. Studies have examined how these contextual elements impact career choices, highlighting the dynamic nature of employment preferences [42]. Adverse experiences in previous employment, such as job dissatisfaction or organizational conflicts, can increase individuals' willingness to join the public sector. The public sector is often perceived as a safer career option, offering stability and a more supportive work environment. Research indicates that negative experiences in other sectors can lead individuals to seek employment in the public sector [43]. Transformational leadership, characterized by inspiring and motivating employees, can enhance employability within the public sector. Leaders who exhibit transformational qualities can positively influence employees' job

satisfaction and performance, thereby affecting career preferences. Studies have explored the relationship between leadership styles and employability outcomes in the public sector [44]. While intrinsic motivations are significant, extrinsic factors such as job security, benefits, and work-life balance also play a crucial role in attracting individuals to public sector employment. These extrinsic motivators can complement intrinsic desires, making public sector careers more appealing. Research has examined how both intrinsic and extrinsic motivations drive individuals toward public service roles [45].

RQ2: What is the role of public sector employment on welfare and the economy? Public sector employment significantly influences economic stability and development. Government jobs can act as a stabilizing force during economic downturns by providing consistent employment opportunities, thereby mitigating unemployment rates and stimulating economic activity [4]. Moreover, public sector employment can enhance employee well-being by offering job security, competitive wages, and benefits, which contribute to overall economic stability. However, it's important to note that an expanding public sector may sometimes crowd out private sector employment, potentially leading to reduced output and employment in the private sector [45]. Addressing relative deprivation is another critical aspect, as public sector jobs can provide equitable employment opportunities, helping reduce income disparities and promote social cohesion. Additionally, public sector employment can create demand for goods and services, further stimulating economic growth [4]. The public sector can also serve as a sheltering effect during economic instability, offering secure employment that encourages household savings and prudent economic behavior. This stability can lead to increased consumer confidence and spending, further driving economic development. The economic context is vital in employment policy design, as policies must be tailored to current economic conditions to effectively promote growth and stability. For instance, during periods of economic downturn, expanding public sector employment can be an effective means of reducing unemployment in the short-term [4]. Institutional conflicts and government ownership can also impact job creation and economic development, highlighting the need for coherent policies that align with broader economic objectives. Moreover, taxation policies, including personal income, property, and consumption taxes, play a crucial role in income growth and economic behavior, influencing both public and private sector employment dynamics [46].

RQ3: What are the fundamental challenges associated with public sector employment, particularly in the context of economic crises and structural reforms? The objective of this research question is to illuminate the vulnerabilities inherent in public sector employment and to identify strategies that would enhance resilience, equity, and stability during economic downturns and beyond.

The Great Recession of 2007–2009 profoundly disrupted public sector employment, exposing systemic vulnerabilities and amplifying existing inequalities among workers. During this period, significant job losses occurred across public

institutions, with marginalized groups disproportionately impacted. For instance, California experienced the layoff of approximately 163,500 public sector workers between 2008 and 2013, highlighting the sector's heightened vulnerability to fiscal constraints during economic downturns. The subsequent economic expansion revealed deepening inequality and heightened economic insecurity for many public sector employees, further emphasizing the precarious nature of their employment. These developments underscore an imperative for comprehensive policy frameworks designed to safeguard the most vulnerable workers and promote job stability during crises. In addition to economic pressures, public management reforms implemented during and after the recession significantly affected job security. These cost-cutting measures, often intended to enhance efficiency, frequently led to workforce reductions that disproportionately impacted marginalized groups, including racial minorities and women. As a result, these reforms sometimes undermined workforce inclusivity and equitable representation [47].

Moreover, the recession brought issues of inclusivity and equity within public sector employment to the forefront. Job cuts during this period exposed underlying systemic biases and raised critical questions about the equitable treatment of marginalized communities and the persistent gender disparities in employment outcomes. Addressing these issues requires focused attention on perceived discrimination, structural barriers, and the need for inclusive policies to ensure fair treatment and equitable opportunities for all employees.

RQ4: What factors affect employment in the public or government sector? Public sector employment plays a pivotal role in fostering civic engagement and shaping political dynamics. Individuals employed in government positions often exhibit higher levels of civic participation, including increased voter turnout and community involvement [48]. High voter turnout can significantly influence public sector employment. Government responsive to voter behavior may implement policies that expand public sector opportunities, aiming to align with the electorate's preferences and address societal needs. Such responsiveness underscores the importance of active civic participation in shaping public employment landscapes [49]. Partisan alignment also affects individuals' decisions to pursue government careers. Job seekers whose political affiliations align with the governing coalition may perceive greater opportunities for career advancement and policy influence within the public sector [50]. This alignment can drive employment preferences, intertwining personal political beliefs with professional aspirations [51]. Perceptions of threats to democracy, such as judicial overhauls, can further impact public sector employment dynamics. Concerns over democratic backsliding may deter individuals from seeking government positions, fearing compromised civic virtues and ethical dilemmas [52]. Conversely, such threats might motivate others to join the public sector to advocate for democratic principles from within [53].

The proposed meta-synthesis identifies six overarching elements, namely education and employability, political and civic functions, economic role, personality and

motivation, vulnerability in the public sector, and social equity and community well-being. The integrated framework is insightful to comprehend and facilitate employability within the public sector and is applicable in managerial decision making, specifically policy-making and workforce development.

The six categories identified through the meta-synthesis can be interpreted through the three theoretical frameworks adopted in this study, namely the ecosystem perspective, job crafting theory, and the capability approach.

The ecosystem perspective emphasizes the interaction between individual, organizational, and environmental factors in shaping employability. This perspective is reflected across all six categories, particularly education and employability, economic role, and social equity and community well-being. The findings suggest that employability in the public sector is influenced not only by individual qualifications and motivations but also by institutional structures, labor market conditions, political environments, and broader societal factors. Consequently, public sector employment should be viewed as part of a larger ecosystem in which multiple stakeholders and contextual conditions jointly influence workforce outcomes.

Job crafting theory provides an explanation for the categories of personality and motivation and education and employability. The findings indicate that employability is strongly associated with individual characteristics such as intrinsic motivation, public service motivation, adaptability, and proactive career behavior. These factors are consistent with the core assumptions of job crafting, whereby employees actively shape their work experiences and continuously develop their skills to enhance career sustainability and organizational contribution.

The capability approach is particularly evident in the categories of vulnerability in the public sector and social equity and community well-being. The findings reveal that employability is affected by the availability of opportunities, organizational support, equitable treatment, and access to resources that enable individuals to achieve valued outcomes. Issues such as discrimination, inequality, economic insecurity, and the protection of vulnerable groups highlight the importance of developing institutional capabilities that allow employees to fully realize their potential and participate effectively in public service.

Taken together, the three theoretical frameworks provide complementary explanations for the identified categories. While the ecosystem perspective explains the broader contextual influences on employability, job crafting theory highlights individual agency and proactive adaptation, and the capability approach emphasizes the importance of opportunity structures and social justice. The integration of these perspectives offers a comprehensive framework for understanding employability and workforce development in the public sector.

Education is at the center of equipping people with the skills and credentials of job performance, while governance and active citizenship shape job security and

employability. The economic contribution of the public sector is quantified in terms of its contribution to stability, employment, and balanced development. Personality and motivation are also involved in workforce dynamics, with specialized recruitment and retention approaches required. Such vulnerabilities as inequality and insecurity of employment need to be addressed to ensure inclusiveness and safeguard vulnerable populations, particularly during economic decline. In order to build public sector performance, specially designed education and skills building programs need to be undertaken by managers, develop strategies around individual motivation, and prioritize policies that are pro-social equity and labor force resilience. This will enhance the productivity, inclusiveness, and sustainability of the public sector workforce.

Conclusions

This research has synthesized findings from 25 studies on public sector employment, analyzing key factors affecting employability, welfare, economic impact, and societal outcomes. The results provide valuable insights into the intricate relationships between education, governance, motivations, and economic dynamics in shaping public sector employment.

The findings highlight the crucial role of education in equipping individuals with the necessary skills for public sector jobs. Education is not only a tool for personal development but also a driver of societal progress and economic stability. Moreover, intrinsic motivations, such as public service motivation, play a central role in individuals' preferences for public sector careers, emphasizing the importance of personal values and civic engagement in shaping workforce composition.

The research also reveals the economic significance of public sector employment, which contributes to economic stability, job creation, and regional development. Public sector jobs serve as a stabilizing force during economic downturns, helping mitigate unemployment and promoting social cohesion. However, challenges related to job security and economic vulnerability, particularly in times of crisis, underscore the need for targeted policies to protect vulnerable workers and ensure equitable opportunities.

Additionally, the study identifies the influence of political factors, such as voter behavior and partisan alignment, on public sector employment decisions. Public sector workers are often more engaged in civic activities, and their career choices can be shaped by political dynamics and concerns about democratic integrity.

In conclusion, this study provides a comprehensive model of public sector employment, which incorporates education, motivations, economic factors, and governance structures. This model can serve as a framework for policymakers to enhance public sector recruitment, promote job security, and address economic disparities.

Future research should focus on further refining these models and exploring how external factors, such as technological advancements and global economic trends, will shape public sector employment in the coming years.

The government and other stakeholders must address problems a graduate faces in finding jobs, and create a dynamic relationship between universities, the labor market, and economic growth.

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