

THE ROLE OF CAREER ADAPTABILITY AND ORGANIZATIONAL SUPPORT IN BUILDING OPTIMAL EMPLOYEE ENGAGEMENT

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Abstract. *This study aims to analyze the role of career adaptability and perceived organizational support in building optimal employee engagement. The study was motivated by increasingly dynamic and uncertain work conditions that require employees to adapt to career changes while receiving adequate organizational support. A quantitative approach was applied using survey data from 102 respondents. The variables consisted of career adaptability and perceived organizational support as independent variables and employee engagement as the dependent variable. The data were analyzed through validity testing, reliability testing, classical assumption tests, and multiple linear regression using IBM SPSS Statistics. The results indicate that all questionnaire items are valid, as each item correlation with the total score is significant at 0.000. The reliability test shows Cronbach's Alpha values of 0.798 for career adaptability, 0.799 for organizational support, and 0.800 for employee engagement, indicating reliable instruments. The regression model shows that career adaptability and organizational support simultaneously have a significant effect on employee engagement, with an F-value of 123.401 and a significance value of 0.000. The R Square value of 0.714 indicates that 71.4% of employee engagement can be explained by career adaptability and organizational support. Partially, career adaptability has a positive and significant effect on employee engagement, with a coefficient of 0.569 and a significance value of 0.000. Organizational support also has a positive and significant effect, with a coefficient of 0.396 and a significance value of 0.000. These findings confirm that strengthening employees' adaptability and organizational support can improve optimal employee engagement.*

Keywords: *Career Adaptability; Employee Engagement; Human Resource Management; Organizational Support; Quantitative Research*

1. INTRODUCTION

Employee engagement is an important concept in human resource management because engaged employees tend to demonstrate enthusiasm, dedication, and involvement in their work. Organizations increasingly need employees who are not only present physically but also psychologically connected to their roles and organizational goals. In competitive and uncertain business conditions, employee engagement becomes a strategic asset because it supports productivity, performance quality, innovation, and employee retention.

One important internal factor that can strengthen employee engagement is career adaptability. Career adaptability refers to an individual's psychosocial ability to manage career-related tasks, transitions, changes, and work challenges. Savickas and Porfeli (2012) explain that career adaptability includes four main dimensions, namely concern, control, curiosity, and confidence. Employees with high career adaptability are more prepared to face changes, more confident in developing their careers, and more proactive in dealing with workplace demands.

In addition to internal resources, employee engagement is also influenced by external organizational factors. Perceived organizational support describes the extent to which employees believe that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). When employees feel supported, they tend to reciprocate through positive attitudes and behaviors, including stronger involvement, loyalty, and commitment to their work. This perspective is consistent with social exchange theory, where employees respond to organizational support by showing higher engagement.

Although previous studies have discussed career adaptability, organizational support, and employee engagement, the integration of these variables remains relevant to be examined further, especially in

organizational contexts that require employees to continuously adapt. Therefore, this study aims to analyze the effect of career adaptability and organizational support on employee engagement, both partially and simultaneously. The findings are expected to provide theoretical contributions to human resource management literature and practical implications for organizations in building optimal employee engagement.

2. LITERATURE REVIEW

2.1 Career Adaptability

Career adaptability is defined as an individual's readiness and resources to cope with current and anticipated career development tasks, occupational transitions, and work-related challenges. The construct reflects employees' ability to anticipate the future, take responsibility for career decisions, explore opportunities, and believe in their capacity to solve work problems. Savickas and Porfeli (2012) conceptualize career adaptability through four dimensions: concern, control, curiosity, and confidence.

In the workplace, career adaptability helps employees remain responsive to change. Employees who possess career concern are more aware of their future career direction. Those with career control feel responsible for their career choices. Career curiosity encourages employees to explore alternatives and opportunities, while career confidence enables them to face obstacles and complete work tasks effectively. Therefore, career adaptability can become a psychological resource that strengthens employee engagement.

2.2 Organizational Support

Perceived organizational support is the belief held by employees that the organization appreciates their contribution and cares about their welfare. Eisenberger et al. (1986) state that employees develop perceptions of organizational support based on how the organization treats them, provides resources, recognizes contributions, and responds to employee needs. High organizational support can generate a sense of obligation among employees to contribute positively to the organization.

Organizational support is closely related to social exchange theory. When employees perceive that the organization supports them, they tend to repay the organization through commitment, loyalty, and higher work involvement. Organizational support may also create psychological safety, reduce uncertainty, and encourage employees to invest more energy in their roles.

2.3 Employee Engagement

Employee engagement is a positive psychological state characterized by energy, dedication, and absorption in work. Kahn (1990) describes engagement as the use of employees' physical, cognitive, and emotional selves in performing work roles. Schaufeli et al. (2002) further explain work engagement through vigor, dedication, and absorption. In this study, employee engagement is viewed as the level of employee involvement and attachment to work and organizational goals.

Engaged employees tend to display strong enthusiasm, persistence, and responsibility. They are also more likely to support organizational objectives and demonstrate discretionary behavior. Therefore, employee engagement is not only important for individual performance but also for organizational effectiveness.

2.4 Hypothesis Development

Career adaptability is expected to have a positive effect on employee engagement because adaptive employees are more capable of handling job challenges and career uncertainty. Employees who are confident, curious, and future-oriented are more likely to be psychologically involved in their work. Thus, *H1: Career adaptability has a positive and significant effect on employee engagement.*

Organizational support is also expected to increase employee engagement. Employees who feel valued and supported by the organization tend to reciprocate with stronger involvement and dedication. *H2: Organizational support has a positive and significant effect on employee engagement.* Thus,

When career adaptability and organizational support are present simultaneously, employees have both internal and external resources to engage optimally. Thus, *H3: Career adaptability and organizational support simultaneously have a positive and significant effect on employee engagement.*

3. RESEARCH METHODS

This study used a quantitative approach with an explanatory research design. The purpose of this design was to explain the effect of career adaptability and organizational support on employee engagement through statistical testing. The independent variables in this study were career adaptability (X1) and organizational support (X2), while the dependent variable was employee engagement (Y).

The data were collected using a structured questionnaire measured with a Likert scale. The research instrument consisted of seven indicators for career adaptability, seven indicators for organizational support, and seven indicators for employee engagement. The data were processed using IBM SPSS Statistics. The analysis stages consisted of validity testing, reliability testing, classical assumption testing, and multiple linear regression analysis.

The validity test was conducted using Pearson correlation by comparing item scores with the total score. An item was declared valid when the significance value was below 0.05. The reliability test used Cronbach's Alpha, with a reliability criterion above 0.70. Classical assumption testing included normality, multicollinearity, heteroscedasticity, and autocorrelation tests. Multiple linear regression was used to examine the partial and simultaneous effects of the independent variables on employee engagement.

4. RESULTS AND DISCUSSION

4.1 Validity Test

The validity test was conducted by correlating each item score with the total score of its variable. All items in the three variables had significance values of 0.000, which are below 0.05. Therefore, all indicators were declared valid and suitable for further analysis.

Variable	Item-total correlation range	Sig.	Decision
Career Adaptability	0.760 - 0.887	0.000	Valid
Organizational Support	0.800 - 0.879	0.000	Valid
Employee Engagement	0.720 - 0.909	0.000	Valid

4.2 Reliability Test

Reliability testing was conducted using Cronbach's Alpha. The results show that all variables have Cronbach's Alpha values above 0.70, indicating that the research instruments are reliable and internally consistent.

Variable	Cronbach's Alpha	Number of Items	Decision
Career Adaptability	0.798	8	Reliable
Organizational Support	0.799	8	Reliable
Employee Engagement	0.800	8	Reliable

4.3 Classical Assumption Test

The classical assumption test was conducted to ensure that the regression model met the requirements of linear regression analysis. The multicollinearity test showed that both independent variables had Tolerance values of 0.401 and VIF values of 2.491. Because Tolerance was above 0.10 and VIF was below 10, the model did not indicate multicollinearity. The Durbin-Watson value was 2.244, indicating that the model did not experience serious autocorrelation. The normality and heteroscedasticity tests were interpreted through the Normal P-P Plot and Scatterplot. If the residual points follow the diagonal line and the scatterplot points spread randomly without a clear pattern, the model can be considered to meet the normality and heteroscedasticity assumptions.

Assumption Test	Result	Decision
Normality	Normal P-P Plot of standardized residuals	Acceptable when points follow The diagonal line
Multicollinearity	Tolerance = 0.401; VIF = 2.491	No multicollinearity
Heteroscedasticity	Scatterplot of ZRESID and ZPRED	Acceptable when points spread randomly
Autocorrelation	Durbin-Watson = 2.244	No serious autocorrelation

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4.4 Multiple Linear Regression Analysis

Multiple linear regression was used to test the influence of career adaptability and organizational support on employee engagement. The model summary shows an R value of 0.845, indicating a strong relationship between the independent variables and employee engagement. The R Square value of 0.714 indicates that 71.4% of employee engagement can be explained by career adaptability and organizational support, while the remaining 28.6% is explained by other variables outside this research model.

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.845	0.714	0.708	3.051	2.244

The simultaneous test shows an F-value of 123.401 with a significance value of 0.000. Since the significance value is below 0.05, career adaptability and organizational support simultaneously have a significant effect on employee engagement.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2297.133	2	1148.566	123.401	0.000
Residual	921.455	99	9.308		
Total	3218.588	101			

The partial test results show that both career adaptability and organizational support have positive and significant effects on employee engagement. Career adaptability has a regression coefficient of 0.569 with a significance value of 0.000. Organizational support has a regression coefficient of 0.396 with a significance value of 0.000. The standardized beta coefficient of career adaptability is 0.517, which is higher than organizational support at 0.379. Therefore, career adaptability is the more dominant variable in influencing employee engagement.

Variable	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	0.858	1.828		0.469	0.640		
Career Adaptability	0.569	0.093	0.517	6.087	0.000	0.401	2.491
Organizational Support	0.396	0.089	0.379	4.467	0.000	0.401	2.491

Based on the unstandardized coefficient values, the regression equation is: $Y = 0.858 + 0.569X_1 + 0.396X_2$. This equation means that employee engagement increases when career adaptability and organizational support increase. The positive coefficients indicate a unidirectional relationship between each independent variable and employee engagement.

4.5 Discussion

The findings indicate that career adaptability has a positive and significant effect on employee engagement. This result supports the idea that employees who can plan their career direction, control career decisions, explore opportunities, and remain confident in facing challenges tend to show stronger involvement in work. Career adaptability functions as an internal psychological resource that helps employees respond positively to organizational demands.

The results also show that organizational support has a positive and significant effect on employee engagement. This means that employees who perceive the organization as supportive, appreciative, and attentive to their welfare are more likely to show dedication and attachment to their work. Organizational support encourages employees to feel valued and psychologically safe, which can increase engagement.

Simultaneously, career adaptability and organizational support explain a substantial proportion of employee engagement. The R Square value of 71.4% indicates that the combination of individual adaptability and organizational support is important in building optimal employee engagement. These results suggest that organizations should not only focus on providing external support but also facilitate employee career development so that employees can adapt to change and remain engaged.

CONCLUSION

This study concludes that the instruments used to measure career adaptability, organizational

support, and employee engagement are valid and reliable. All questionnaire items have significant correlations with their total scores, and all variables have Cronbach's Alpha values above 0.70. The classical assumption tests indicate that the regression model is appropriate for analysis, particularly because there is no multicollinearity and no serious autocorrelation.

The regression results show that career adaptability and organizational support have positive and significant effects on employee engagement, both partially and simultaneously. The R Square value of 0.714 indicates that 71.4% of employee engagement is explained by career adaptability and organizational support, while 28.6% is influenced by other factors outside this model. Career adaptability is the dominant variable because it has the highest standardized beta coefficient. Therefore, organizations should strengthen employee career adaptability through career development, training, mentoring, and opportunities for learning. At the same time, organizations should enhance perceived organizational support through fair treatment, recognition, managerial support, and attention to employee welfare.

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