

The Impact of Career Adaptability on Career Engagement Mediated by Promotability and Career Satisfaction

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ABSTRACT

The present study analyzes career adaptability, promotability, career satisfaction, and their impact on career engagement. It also examines the mediation effect of promotability and career satisfaction on career engagement. The study was conducted in Supreme Audit Board of Indonesia on a sample of 298 employees in General Administration and Auditor Functional positions. Data were collected through a questionnaire survey on career adaptability dimensions (concern, control, curious, and confidence), career engagement, promotability, and career satisfaction. Purposive sampling method was used in this study and data were analyzed using Structural Equation Modeling (SEM). The study findings revealed that career adaptability, promotability, and career satisfaction favored career engagement and promotability and career satisfaction mediated the relationship between career adaptability and career engagement. This present study contributes to literature on how to encourage the employees to manage their career independently (proactively) in public sector.

Keywords: Career Adaptability, Promotability, Career Satisfaction, Career Engagement

1. INTRODUCTION

In 2010, Presidential Regulation Number 81 Year 2010 on the Grand Design of 2010-2025 Bureaucratic Reform decreed a breakthrough bureaucratic reform to rapidly improve good governance in all government institutions (Republic of Indonesia (2010)). The reforms were announced because it was believed that the performance of civil servants as state apparatus was considered inadequate (Republic of Indonesia (2010)). This was evident in the rise of corruption, collusion, and nepotism practices as well as the low quality of services among public servants. To address these issues and follow up on the breakthrough the problems and follow up on the breakthrough, the Ministry of State Apparatus Empowerment categorized the grand design into three stages: stage I (2010 to 2014), stage II (2015 to 2019), and stage III (2020 to 2024) (Republic of Indonesia (2015)).

Among others, the bureaucratic reform roadmap established the apparatus Human Resources (HR) management system structuring program that calls for civil servants to exit from their comfort zone to competitive zone. Therefore, the government

implemented a merit system, that is, the state apparatus HR management policy, based on competencies, qualification, and performance fairly and reasonably (Article 1 of Law No. 5 of 2014) (Republic of Indonesia (2014)). One example of implementing merit system in government institutions is open competition to occupy a position where each position has its own qualifications. It implies that career advancement for each civil servant is no longer based on rank/class and tenure. These reforms encourage civil servants to continuously improve their qualifications, competencies, and performance in order to advance and manage career as per their career goals.

In the work and occupational context, which is increasingly borderless, several researchers have focused on people's ability to develop and navigate one's role transitions in career (Koen, Klehe, and Van Vianen, 2012; Maggiori, Johnston, Krings, Massoudi, and Rossier, 2013; Savickas, 1997; Savickas and Porfeli, 2012; Zacher, Ambiel, and Noronha, 2015). In general, career can be described as a sequence of positions held in a job. Career is one of the important factors that can motivate employees for better performance or stay in a company (organization), and it can also be an income

determinant. Therefore, career progression is so vital that majority of employees focus on pursuing career in their worklife.

One of the most relevant variables for an employee in pursuing career in the present-day chaos of modern society is Career Adaptability (CA) (Savickas et al., 2009). It is also an important concept in career construction theory (Savickas, 1997) and career psychology field (Savickas, 2013) that signifies the readiness and resources of someone to manage tasks, transitions, and traumas in occupational roles in current and future (Savickas, 2005). Past studies show several work aspects and life outcomes that are related to CA, such as Career Satisfaction (CS) (Chan and Mai, 2015), promotability (Tolentino, Garcia, Restubog, Bordia, and Tang, 2013), and Career Engagement (CE) (Nilforooshan and Salimi, 2016). The previous study also stated that CA could be an antecedent and had positive relation to promotability, CS, and CE (Chan, Mai, Kuok, and Kong, 2016; Nilforooshan, and Salimi, 2016).

There is need to analyze the CA, promotability, CS, and CE of civil servants because bureaucratic reform has changed the work order, especially in a government institution. Therefore, the present study examines the correlation between CA, promotability, and CS, and their impact on CE. All respondents in this study were civil servants who worked at Supreme Audit Board of Indonesia, which is one of five government institutions pilot projects for bureaucratic reform programs in 2011 and obtained the title "A" in the bureaucratic reform program results (Bureaucratic reform, 2018). The present study adds to theoretical research on employee career management as well as provides suggestions to Supreme Audit Board of Indonesia to focus on the factors that influence CE.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. CA, CS, and CE

Several researchers are focusing on the employees' ability to develop and navigate career role transitions. Savickas proposed the career construction theory (Savickas, 2005). Career construction theory is an update of Super theory (1957) with regard to career development in a multicultural and global economic society. It describes interpretive and interpersonal processes about how individuals determine the intentions and direction of their career behavior. In other words, a career is formed through personal constructivism and understanding of social constructivism.

Career construction theory is suitable for the present-day bureaucratic reform era because it regards career from a contextualist perspective. This theory states that

career development is more triggered by adaptation to the environment than one's personal maturity (e.g., age or tenure). One of the main components of career construction theory is CA. CA refers to the ability to cope with the predictable tasks of preparing and participating in the work role and with the unpredictable adjustments prompted by changes in the work and the working conditions (Savickas, 1997).

A set of specific Attitudes, Beliefs, and Competencies (ABC) in adaptability, which is highlighted by career construction, supports the actual problem-solving strategies and coping behaviors that individuals use to synthesize their career concepts with their existing work roles. The ABCs are grouped into four dimensions of adaptability: concern, control, curiosity, and confidence. These dimensions are indicators of an individual's adaptability.

In addition, CA and its dimension, as highlighted by few studies, have a positive relation with many outcomes of work and career. One of them is CS (Chan and Mai, 2015; Zacher, Ambiel, and Noronha, 2015; Tolentino, Garcia, Restubog, Bordia, and Tang, 2013), which reflects a pleasurable emotional state during education/work, fulfilled needs, and important study/job values (Wefeld and Downey, 2009). It is also a subjective evaluation that represent one's views of their satisfaction toward their accomplishments and overall career goals, including income, advancement, and development of new skills (Greenhaus, Parasuraman, and Wormley, 1990).

Employees who have strong CA in their job/role are usually satisfied with their career (Savickas and Porfeli, 2012). Therefore, referring to the previous studies, the present study proposes a positive relationship between CA and CS. Thus, the first hypothesis is as follows:

H1: The relation between CA and CS is positive.

In addition to influencing CS, CA dimensions were found to partially mediate the relation between work activity and CE (Nilforooshan and Salimi, 2016). The dimensions were proven to fully mediate the relation between neuroticism and CE. Neuroticism also has four dimensions: anxiety, depression, dependence, and inferiority.

The same research also showed that curiosity could fully mediate the effect of sensation seeking on CE. The definition of CE is, therefore, the degree to which someone is proactively developing his or her career as expressed by diverse career behaviors (Hirschi, Freund, and Herrmann, 2014). Thus, the second hypothesis is as follows:

H2: The relation between CA and CE is positive.

Besides CA, CS can also relate to CE. The relation between CS and CE were parallel (Upadyaya and Salmela-Aro, 2015). It implies that both could affect

each other and the relationship is always positive. Thus, the third hypothesis is as follows:

H3: The relation between CS and CE is positive.

A recent study concluded that CS acts as a mediator (Chan, Mai, Kuok, and Kong, 2016). CS was proven to mediate the relation of CA on turnover intention where the effects of mediation showed that when an employee considered himself able to adapt to changes in the work environment and develop his career, he would be more optimistic about achieving his career goals and feeling satisfied about his achievement and choose to stay in a company. Based on the conclusion of the study and the previous explanation where CS has a positive relation with CE, the fourth hypothesis is presented:

H4: The relation between CA and CE can be mediated by CS.

2.2. CA, Promotability, and CE

CA relates to not only CS but also the level of an employee’s promotability (Greenhaus, Parasuraman, and Wormley, 1990). Promotability is defined as the favorability of an employee’s advancement prospects (Greenhaus, Parasuraman, and Wormley, 1990). In contrast to CS, studies linking CA as antecedent to promotability are sparse. The previous study in the Philippines showed that CA was positively related to adaptivity and adaptation results, including promotability (Tolentino, Garcia, Restubog, Bordia, and Tang, 2013). Therefore, the fifth hypothesis proposed is as follows:

H5: The relation between CA and promotability is positive.

Similar to the relation between CA and promotability, studies on the relation between promotability and CE are also sparse. One of them is a research conducted by Lange, Witte, & Notelaers (2008), which showed that there were reverse causal effects between engagement and promotion makers. It implies that employees who have strong engagement with the company will usually be promoted to higher levels and otherwise. Promotion maker is an actual form from promotability. Based on the research, so the sixth hypothesis is as follows:

H6: The relation between career promotability and CE is positive.

As explained earlier, the research conducted by Chan, Mai, Kuok, & Kong (2016) proved that promotability could mediate the relation between CA and turnover intention. It implies that an employee who has strong adaptability will stay in a company because one sees a good prospect for his career in the company. Thus, the seventh hypothesis proposed as follows:

H7: The relation between CA and CE can be mediated by promotability.

3. RESEARCH METHODS

3.1. Data and Sample

The respondents in this study were civil servants from Supreme Audit Board of Indonesia who were in Auditor or General Administration positions with more than five years tenure. A purposive sampling method was followed. The respondents filled out self-administered surveys (questionnaires), which were distributed through the links provided (online). In this cross-sectional study, there were a total of 405 respondents, but yielded only 298 valid answers.

3.2. Research Model

This research is a replication and modification of a previous study by Chan, Mai, Kuok, & Kong (2016) done in Macau. The difference lies in the dependent variable, where in the previous research, the dependent variable was turnover intention, while in this research, the dependent variable is CE. In addition, the analysis tool also differs, in that the previous study used regression analysis, whereas this study used Structural Equation Modeling (SEM). CE is considered appropriate because researchers want to see the impact of CA, promotability, and CS on employee proactive behavior in managing their careers. This research model can be drawn as follows (Figure 1):

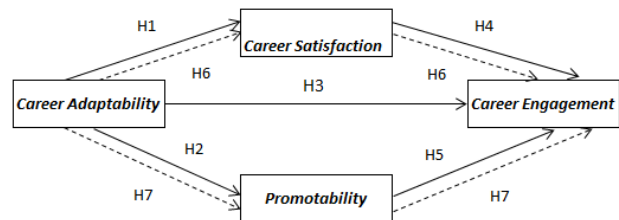


Figure 1 Research Model.

3.3. Operationalization of Variables

3.3.1. CA

The 24 items of CA Scales (CAAS) were used to assess an employee’s CA in Supreme Audit Board of Indonesia. The scale was taken from the study by Savickas & Porfeli (2012) and covers all dimensions of CA. A sample item is “Preparing for the future” as well as a five-point Likert scale was used to obtain answers from respondents (1 = Not Strong; 5 = Strongest).

3.3.2. Promotability

The four-item scale based on earlier studies (Tolentino, Garcia, Restubog, Bordia, and Tang, 2013)

was used to assess an employee’s CA in Supreme Audit Board of Indonesia. A sample item includes “If my boss wants to select someone to succeed him in his position, it will be me.” A five-point Likert scale was used to obtain answers from respondents (1 = Strongly Disagree; 5 = Strongly Agree).

3.3.3. CS

Five items from the CS Scale (CSS) were used to assess the employees’ CS. The scale was adopted from Greenhaus, Parasuraman, & Wormley (1990). A sample item is as follows: “I am satisfied with the progress I have made towards meeting my overall career goals.” A five-point Likert scale was used to obtain answers (1 = Strongly Disagree; 5 = Strongly Agree).

3.3.4. CE

Nine items from CE Scale (CES) were used to assess the CE of the employees. The scale was taken from Hirschi, Freund, & Herrmann (2014). A sample items is “cared for the development of your career.” A five-point Likert scale was used to obtain answers from respondents (1 = Almost never; 5 = Very Often).

3.4. Testing and Analysis Tools

Wording tests and pretests were conducted before distributing the questionnaires. Wording test was conducted to five respondents to ascertain whether the questionnaire was understood by the respondents while the pretest was conducted to 30 respondents to test the validity and also the reliability of each indicator. This is an exploratory research as it examines the impact of CA, promotability, and CS on CE as well as determines whether promotability and CS mediate CA to CE. SEM with Lisrel 8.7 was used for data analysis.

4.2. Validity and Reliability Testing Results

Table 1. Validity and Reliability Testing Results.

Item	SFL*	CR**	VE***	Item	SFL*	CR**	VE***
CC	0.84	0.92	0.75	CE01	0.82	0.94	0.63
CT	0.83			CE02	0.85		
CI	0.91			CE03	0.85		
CF	0.88			CE04	0.86		
CS01	0.80	0.90	0.65	CE05	0.78		
CS02	0.87			CE06	0.79		
CS03	0.83			CE07	0.64		
CS04	0.78			CE08	0.74		
CS05	0.74			CE09	0.81		
PR01	0.80	0.77	0.55				
PR02	0.87						
PR03	0.49						

* SFL ≥0.50
 **CR ≥0.70
 ***VE ≥0.50

4. RESULT AND DISCUSSION

4.1. Descriptive Analysis

This study includes a descriptive analysis of respondents and variables. Descriptive analysis for respondents was based on criteria such as gender, age, marital status, final education, rank in occupation, role/position, and placement areas. CA, promotability, CS, and CE were taken as variables.

The results of the descriptive analysis for respondents showed that the respondents were dominated by male employees (62.8%). In addition, the questionnaire was mostly filled by employees aged 31 to 37 years (58.70%), married (85.60%), final education S1/D4 (58.80%), rank III/c (30.50%), senior team member role (35.20%), and placed on Java Island (48.30%). Descriptive analysis for variables showed that total mean of CA was 3.79 (rather high), promotability was 3.22 (medium), CS was 3.38 (medium), and CE was 3.55 (rather high).

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The test results for validity and reliability (Table I) indicate that, overall, the research indicators (items) are valid (Standardized Factor Loading (SFL) ≥ 0.50) and reliable (Construct Reliability (CR) ≥ 0.70 and Variance Extracted (VE) ≥ 0.50) for a research measurement tool. Only one indicator related to promotability (PR04) was invalid, so the indicator was not used further. Confirmatory Factor Analysis (CFA) was used to test the validity and reliability of each variable. It was a second-order CFA because a variable that had dimensions (i.e., CA); therefore, latent variable could not be measured directly through its indicators. The test of validity used the value from SFL produced by Lisrel. The test of reliability was conducted by calculating the value of CR and VE for each variable.

4.3. The Goodness of Fit (GOF) Testing Results

Table II shows the Goodness of Fit (GOF) testing results where this research model can be categorized in general has a good fit. The good fit was obtained after syntax respecification was made by specifying correlated errors from various indicators so that the model became fit better with the data. Before respecification, the Root Mean Square Error of Approximation (RMSEA) was 0.087 (poor fit) and the Goodness-of-Fit Index (GFI) was 0.78 (poor fit). However, after syntax respecification, RMSEA became 0.076 (good fit) dan GFI 0.86 (marginal fit). There are several GOF measures in SEM, but in this study, we only used eight measures and they are enough to show that a model is in a good fit (Hair, Black, Babin, and Anderson, 2010).

Table 2. The Goodness of Fit (GOF) Testing Results.

Types	GOF Measures	Fit Level	GOF Results	Category
Absolute Fit Measures	RMSEA	Good fit ($x \leq 0.08$) Close fit ($x < 0.05$)	0.076	Good Fit
	GFI	Good Fit ($x \geq 0.90$) Marginal Fit ($0.80 \leq x < 0.90$)	0.86	Marginal Fit
	AGFI		0.83	Marginal Fit
Incremental Fit Measures	NFI		0.96	Good Fit
	TLI or NNFI		0.97	Good Fit
	RFI		0.95	Good Fit
	IFI		0.97	Good Fit
	CFI		0.97	Good Fit

4.4. The Hypotesis Testing

The next step was hypothesis testing to examine the correlation between CA, promotability, CS, and CE. Hypothesis testing in SEM was made by using path analysis generated by Lisrel software to test the causal relation between two or more variables and the usage of mediating variables in accordance with the research model tested. The hypothesis in this study was one-tailed hypothesis where it will be accepted if the t-value ≥ 1.645 . Figure II shows that t-value was indicated by numbers not in parenthesis, while SFL values are in parenthesis. The t-value is used to determine whether a hypothesis was accepted or rejected.

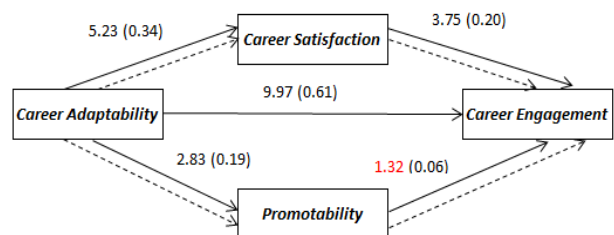


Figure 2. T-Values and Standarized Factor Loading Value Diagram

Table III shows that most hypotheses have t-value above 1.645, except the last hypothesis (H5). However, the hypothesis was still acceptable because it had a confidence level of 90% (t-value $\geq 1,282$). Therefore, all hypotheses were accepted because they showed a positive and significant relation.

In testing the mediating effect, four conditions must be fulfilled (Baron and Kenny, 1986): (a) there must be a significant association between independent variable (CA) and mediating variables (promotability and CS), (b) there must be a significant association between independent variable (CA) and dependent variable (CE), (c) there should be a link between mediating variables (promotability and CS) and dependent variable (CE), (d)

there must be a less effect from independent variable (CA) than the observed value in “point (b)” when dependent variable (CE) is regressed with independent variable (CA) and mediating variables (promotability and CS). Based on these requirements, it could be concluded that promotability and CS mediated the relation between CA and CE (Table IV).

Table 3. Hypothesis Testing.

Hypothesis	T-value	Significance Test Results	Conclusion
H ₁ : The relation between CA and CS is positive	5.23*	Significant	Accepted
H ₂ : The relation between CA and CE is positive	9.97*	Significant	Accepted
H ₃ : The relation between CS and CE is positive	3.73*	Significant	Accepted
H ₅ : The relation between CA and promotability is positive	2.83*	Significant	Accepted
H ₆ : The relation between promotability and CE is positive	1.32**	Significant	Accepted

*T-value ≥ 1.645 (one-tailed) for confidence level 95%

**T-value ≥ 1.282 (one-tailed) for confidence level 90%

Table 4. Hypothesis Testing (Mediating Effect).

Hypotheses	Direct Effect	Indirect Effect	Total Effect	Conclusion
H ₄ : The relation between CA and CE can be mediated by CS	0.61	0.068	0.678	Accepted
H ₇ : The relation between CA and CE can be mediated by promotability	0.61	0.0114	0.6214	Accepted

4. CONCLUSION AND IMPLICATION

The analyses show a positive relation between CA and CS. In this study, it implies that CA can affect CS positively and significantly. This is in line with the results of previous studies (Chan, Mai, Kuok, and Kong, 2016; Chan and Mai, 2015; Zacher, Ambiel, and Noronha, 2015), because CA migrates people and their environment, so it can increase employees’ general satisfaction by improving their positive insight on expected career.

Supreme Audit Board of Indonesia has a career pattern that enables employees to be transferred between family positions, for example, from the position of General Administration to Auditor and otherwise. Its employees who have good adaptability when they are transferred between positions and feel more satisfied with their career because they can integrate their career behavior with the new environment/condition. A set of abilities, beliefs, and competencies will help the employees of Supreme of Audit Board in integrating their career with the new environment.

CA is also believed to have a positive effect on CE. Figure II and Table II show that the t-value of CA toward CE is the highest. It implies that CA most significantly affects CE compared to the other two variables (CS and promotability). This conforms with the results of previous studies (Nilforooshan and Salimi,

2016; Hirschi, Freund, and Herrmann, 2014), which stated that CA is one of the antecedents of CE.

At Supreme Audit Board of Indonesia, this relation also can be seen in both employees and officials transfer. Employees or officials who have better CA will proactively manage their career. They will use their abilities, beliefs, and competencies to manage and develop their career independently in order to achieve their career goals.

In addition to CA, CE is also positively affected by CS. This agrees with the results of a previous study (Upadyaya and Salmela-Aro, 2015), which stated that CS and CE have parallel association. According to the study, an employee tends to have higher CE in work life, while CS starts to decline.

The descriptive analysis shows that the total mean of employees’ CS at Supreme Audit Board is at the middle level and the total mean of CE is at a rather high level. This supports the result of a previous study, which stated that in work life, employees’ CS started to decline while CE increased. This occurs because employees at BPK are aware that their satisfaction as an employee cannot be easily increased due to government regulations. Therefore, if they want to increase their satisfaction, for example, income, they have to manage their career proactively.

In addition to CS, CA also can affect promotability positively and significantly. It indicates that employees who are able to adapt have a better impression about their careers. This finding supports the previous finding (Chan, Mai, Kuok, and Kong, 2016; Greenhaus, Parasuraman, and Wormley, 1990).

The study results show that employees at Supreme Audit Board of Indonesia who tend to be promoted usually display adaptive skills. For example, an adaptive employee will prepare themselves to a higher position in order to be considered promotable. In addition, they demonstrate their potential and use their internal resources (all dimensions of CA) to develop their good work habits and competencies. At Supreme Audit Board, the positive affect of CA on promotability can be seen in the modifications of structural and functional officials. The officials who have good CA will usually experience promotions faster than their peers.

A positive and significant relation is also showed by promotability and CE. This conforms to the previous research (De Lange, De Witte, and Notelaers, 2008), which stated that promotion makers (promotability) and engagement has an inverse causal effect. It implies that promotability can affect CE and their relation also applies otherwise. In the previous study, it was stated that promotability could be subjective, but this did not occur again at Supreme Audit Board of Indonesia because of the merit system in the bureaucratic reform era.

In general, the relationship between all variables used in this study is consistent with the expectations of the theory of career construction (Savickas, 2005). The theory of career construction (career construction theory) states that CA can directly impact the success of a career where employees tend to have CS and promotability by displaying adaptive skills. Furthermore, CA refers to personal resources that encourage individuals to have proactive career behaviors (CE). The study results also show that CS and promotability have a positive and significant influence on CE.

For a variable to become a mediator (Baron and Kenny, 1986), it can be concluded that CS and promotability mediate the relation between CA and CE. It implies that employees who have strong CA but have low CE may be affected by their low CS or promotability levels. Therefore, Supreme Audit Board of Indonesia and its HR Division focus on their employees' CA as well as on CS and promotability in order to increase their CE. Table I shows that the CA dimension has the highest SFL. This implies that if Supreme Audit Board of Indonesia want to improve its employees' CE, it can increase the opportunity for employees to be able to improve their skills and knowledge in order to fulfill their desired career goals.

The study results indicate that CA has a positive and significant relation with CS, promotability, and CE. In addition, it is also known that CS and promotability are positively and significantly related to CE; therefore, CS and promotability can mediate the relation between CA and CE. Between CA, CS, and promotability, CA has the strongest influence on CE. It implies that if an employee is able to adjust to his/her new work environment or stress or work trauma, he/she will be more proactive in managing career independently because he/she concerns about his/her internal resources in developing and managing career well.

Based on the results of this study, there are several practical implications that Supreme Audit Board of Indonesia can use to improve employees' CE in managing their careers independently. Supreme Audit Board of Indonesia must increase employees' chances to find the right type of education and training for their intended career goals. It also should provide flexibility for employees to manage their careers independently, especially for those who are not in Auditor position. Seniority-based promotion should be discontinued, given that one of the bureaucratic reform programs in the field of HR apparatus is implementing a merit system. To be able to support the employee's career development independently and fairly, it also needs to create talent management that can support career advancement for outstanding employees. This also prevents unfair competition between employees and the boredom that may be experienced by employees.

5. RESEARCH LIMITATIONS

This study has several limitations, including primary data obtained through self-administered surveys in which respondents filled out questionnaires on the Google form link provided. This method of collecting data is prone to bias. In addition, research is carried out in government agencies whose rules are general. That is, the regulations come from the government and apply to all government agencies with diverse HR. Promotability is objective, but in this study, the questionnaire was only filled by staff so it was susceptible to an element of bias.

Based on these limitations, it is suggested that future research should collect primary data more objectively to reduce bias. This also applies when using promotability variables as one of the research variables. In addition, similar research is needed outside government agencies to examine whether the results obtained are the same or different from this study. Research on other variables that can affect CE also needs to be conducted given the increasing role of individuals in managing their careers independently. Finally, because CS and CE have parallel association as well as promotability and CE have an inverse causal effect, further research can examine the relation of CA with CS and promotability where CE is considered a mediating variable.

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