

The Influence of Career Adaptability and Work Motivation on Employee Performance Mediated by Work Engagement

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Abstract

Keywords:

career adaptability, work motivation, work engagement, employee performance

This study aims to analyze the influence of career adaptability and work motivation on employee performance mediated by work engagement. This study uses a quantitative approach with a population of 97 State Civil Apparatus (ASN) at OPD Kecamatan Ngaliyan, Semarang City. Data were processed using SPSS software version 29. Data analysis techniques include respondent descriptions, variable descriptions, validity tests, reliability tests, F tests, R² tests, t tests, and Sobel Tests. The results of the study state that career adaptability has a positive effect on work engagement, work motivation has a positive effect on work engagement, career adaptability has a positive effect on employee performance, work motivation has a positive effect on employee performance, work engagement has a positive effect on employee performance, work engagement mediates the effect of career adaptability on employee performance, and work engagement mediates the effect of work motivation on employee performance

INTRODUCTION

Employee performance is a key factor in supporting the success of government organizations. Employee performance is regulated under Regulation of the Minister of Administrative and Bureaucratic Reform (PANRB) Number 6 of 2022 concerning the Performance Management of State Civil Apparatus (ASN). The general principle of this regulation emphasizes that both leaders and employees must share the same perception of performance management as a useful tool to provide information regarding how well performance should be achieved to accomplish organizational goals and identify areas requiring improvement.

Performance appraisal for ASN at OPD Kecamatan Ngaliyan, Semarang City, is conducted periodically and annually based on five rating categories: excellent, good, needs improvement, poor, and very poor. Improvement in work results and work behavior aligned with performance targets is necessary to elevate ASN performance ratings to the excellent category. Campbell, as cited in Koopmans et al. (2014), defines performance as employee behaviors or actions related to organizational goals. Achieving excellent employee performance is influenced by several factors, including career adaptability, work motivation, and work engagement.

Savickas (1997) defines career adaptability as a psychosocial construct that reflects an individual's readiness to cope with vocational development tasks, including career tasks, career transitions, and career-related trauma through appropriate actions. Akça et al. (2018), Jannesari & Sullivan (2019), and Ariansyah & Widayati (2023) stated that career adaptability has a positive effect on employee performance. Meanwhile, Almahatma et al. (2025) found that career adaptability has no effect on employee performance.

Robbins & Judge (2012) define motivation as a process that explains the intensity, direction, and persistence of an individual's efforts to achieve goals. Work motivation refers to internal or external forces that stimulate work behavior in accordance with rules, direction,

intensity, and duration (Pinder, 2013). Studies by Paais & Pattiruhu (2020), Sugiharni et al. (2025), Heriyana & Erlina (2022), Jufrizen & Hutasuhut (2022), and Suryanto & Wijaya (2025) found that work motivation positively affects employee performance. In contrast, Indradewa & Syah (2020) and Nurlinda & Hidayat (2024) stated that work motivation has no effect on employee performance.

Schaufeli & Bakker (2004) define work engagement as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. Several studies, Hendrik et al. (2021), Jufrizen & Hutasuhut (2022), Ariansyah & Widayati (2023), Retnodiani & Hartono (2023) confirm a positive effect of work engagement on employee performance, inconsistent findings were reported by Insan (2017) and Fachrurazi et al. (2022) reveals that work engagement has no effect on employee performance.

Chen et al. (2024) and Ramadhan & Prahara (2020) found that career adaptability positively influences work engagement. This contradicts research, Cotter & Fouad (2013), Nerissa & Rachmawati (2024) found that career adaptability has no effect on work engagement.

Rinanta & Santoso (2021), Astuti & Hadi (2023), Retnodiani & Hartono (2023) reported that work motivation positively affects work engagement, while Nurlinda & Hidayat (2024) found that work motivation does not affect work engagement.

Gupta (2019), Astari & Harmen (2021), Yuliaty & Mahdani (2023) found that work engagement mediates the influence of career adaptability on employee performance, whereas Rezami & Chalil (2024) stated that work engagement does not mediate the influence career adaptability to employee performance.

Astuti & Hadi (2023), Retnodiani & Hartono (2023) found that work engagement mediates the influence of work motivation on employee performance, while Nurlinda & Hidayat (2024) found that work engagement does not mediate the influence of work motivation on employee performance.

Based on the above issues and the research gaps identified in previous studies, this study aims to analyze the influence of career adaptability and work motivation on employee performance, mediated by work engagement, among State Civil Apparatus (ASN) in the OPD Kecamatan Ngaliyan, Semarang City.

Hypothesis Development

The Influence of Career Adaptability on Work Engagement

Chen et al. (2024) and Ramadhan & Prahara (2020) states that career adaptability has a positive effect on work engagement. Based on this empirical study, the following hypothesis can be developed:

H1: Career adaptability has a positive effect on work engagement

The Influence of Work Motivation on Work Engagement

Rinanta & Santoso (2021), Astuti & Hadi (2023), Retnodiani & Hartono (2023) states that work motivation has a positive effect on work engagement. Based on this empirical study, the following hypothesis can be developed:

H2: Work motivation has a positive effect on work engagement

The Influence of Career Adaptability on Employee Performance

Akça et al. (2018), Jannesari & Sullivan (2019), and Ariansyah & Widayati (2023) stated that career adaptability has a positive effect on employee performance. Based on this empirical study, the following hypothesis can be developed:

H3: Career adaptability has a positive effect on employee performance

The Influence of Work Motivation on Employee Performance

Paais & Pattiruhu (2020), Sugiharni et al. (2025), Heriyana & Erlina (2022), Jufrizen & Hutasuhut (2022), and Suryanto & Wijaya (2025) stated that work motivation has a positive effect on employee performance. Based on this empirical study, the following hypothesis can be developed:

H4: Work motivation has a positive effect on employee performance

The Influence of Work Engagement on Employee Performance

Hendrik et al. (2021), Jufrizen & Hutasuhut (2022), Ariansyah & Widayati (2023), Retnodiani & Hartono (2023) stated that work engagement has a positive effect on employee performance. Based on this empirical study, the following hypothesis can be developed:

H5: Work engagement has a positive effect on employee performance

The Influence of Career Adaptability on Employee Performance Mediated by Work Engagement

Gupta (2019), Astari & Harmen (2021), Yuliaty & Mahdani (2023) stated that work engagement mediates the influence career adaptability on employee performance. Based on this empirical study, the following hypothesis can be developed:

H6: Work engagement mediates the influence career adaptability to employee performance

The Influence of Work Motivation on Employee Performance Mediated by Work Engagement

Astuti & Hadi (2023), Retnodiani & Hartono (2023) suggests that work engagement mediates the influence of work motivation on employee performance. Based on this empirical study, the following hypothesis can be developed:

H7: Work engagement mediates the influence of work motivation on employee performance

The conceptual framework used in this study consists of career adaptability, work motivation, work engagement, and employee performance. The graphical model is shown in Figure 1.

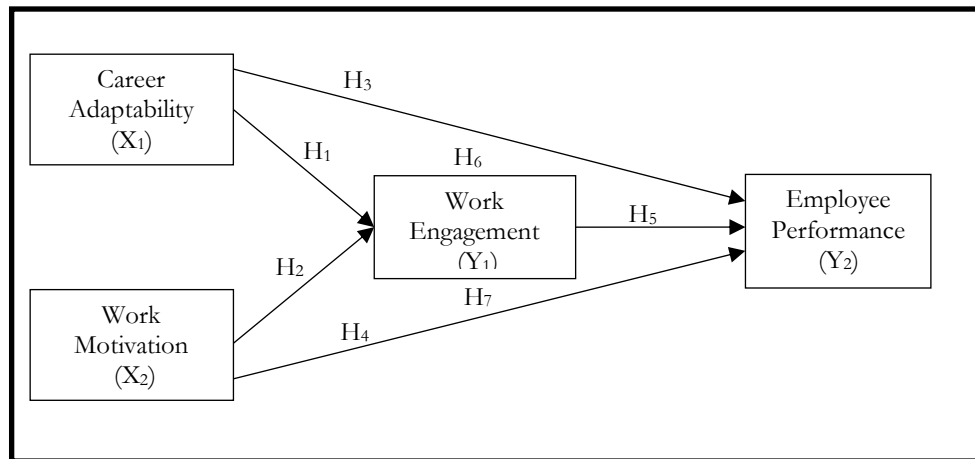


Figure 1. Research Framework Model

METHOD

This study employs explanatory research to analyze the influence of career adaptability and work motivation on employee performance mediated by work engagement. The population consists of 97 civil servants at OPD Ngaliyan District, Semarang City. A five-point Likert scale was used, ranging from strongly disagree (1) to strongly agree (5). Data were analyzed using SPSS version 29, with analysis techniques including descriptive analysis, validity and reliability testing, multiple linear regression, and mediation testing using the Sobel test.

The instrument used to measure career adaptability was Career Adapt-Abilities Scale (CAAS) developed by Savickas & Porfeli (2012), which consists of 4 dimensions, namely concern, control, curiosity, and confidence. The concern dimension consists of six indicators: thinking about what my future will be like, realizing that today's choices shape my future, preparing for the future, becoming aware of the educational and career choices that I must make, planning how to achieve my goals, concerned about my career. The control dimension comprises six indicators: keeping upbeat, making decisions by myself, taking responsibility for my actions, sticking up for my beliefs, counting on myself, doing what's right for me. The curiosity dimension includes six indicators: exploring my surroundings, looking for opportunities to grow as a person, investigating options before making a choice, observing different ways of doing things, probing deeply into questions I have becoming curious about new opportunities. The confidence dimension consists of six indicators: performing tasks efficiently, taking care to do things well, learning new skills, working up to my ability, overcoming obstacles, solving problems.

The instrument used to measure work motivation was the Multidimensional Work Motivation Scale (MWMS) developed by Gagné et al. (2015), which consisting of intrinsic motivation, identified regulation, introjected regulation, external-social regulation, external-material regulation, and amotivation. The intrinsic motivation dimension reflects fully autonomous motivation and is measured by indicators including the work I do is interesting, what I do in my work is exciting, and I have fun doing my job. The identified regulation dimension represents autonomous motivation and is measured by indicators such as working because putting efforts in this job aligns with my personal values, working because I personally consider it important to put efforts in this job, and working because putting efforts in this job has personal significance to me. The introjected regulation dimension reflects internally controlled motivation and is measured by indicators including working because I have to prove to myself that I can, working because it makes me feel proud of myself, working because otherwise I will feel bad about myself, working

because otherwise I will feel ashamed of myself. The external-social regulation dimension represents motivation influenced by social pressure and is measured by indicators such as working to get others' approval, working to avoid being criticized by others, and working because others will respect me more. The external-material regulation dimension refers to motivation driven by tangible rewards and is measured by indicators including working because I risk losing my job if I don't put enough effort in it, working because others will reward me financially only if I put enough effort in my job, and working because others offer me greater job security if I put enough effort in my job. The amotivation dimension reflects the absence of motivation and is measured by indicators such as I really feel that i'm wasting my time at work, i'm doing this job, it's pointless work, and I don't think this work is worth putting efforts into.

The instrument used to measure work engagement was the Utrecht Work Engagement Scale-9 (UWES-9) developed by Schaufeli and Bakker (2004), which conceptualizes work engagement into three dimensions: vigor, dedication, and absorption. The vigor dimension consists of three indicators: at my work I feel bursting with energy, at my job I feel strong and vigorous, when I get up in the morning, I feel like going to work. The dedication dimension consists of three indicators: I am enthusiastic about my job, my job inspires me, I am proud on the work that I do. The absorption dimension consists of three indicators: I feel happy when I am working intensely, I am immersed in my work, I get carried away when I'm working.

Employee performance was measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014), which consists of three dimensions: task performance, contextual performance, and counterproductive work behavior. The task performance dimension was measured using five indicators, including: I was able to plan my work so that I finished it on time, I kept in mind the work result I needed to achieve, I was able to distinguish main issues from side issues, I was able to carry out my work well with minimal time and effort, I planned my work optimally. The contextual performance dimension was measured using eight indicators reflecting extra-role behaviors that support the organizational environment, including: On my own initiative, I started new tasks when my old tasks were completed, I took on challenging tasks when these were available, I worked on keeping my job-related knowledge up-to-date, I worked on keeping my work skills up-to-date, I came up with creative solutions for new problem, I took on extra responsibilities, I continually sought new challenges in my work, I actively participated in meetings and/or consultations. The counterproductive work behavior dimension was measured using five indicators reflecting behaviors that harm the organization, including: I complained about unimportant issues at work, I made problems at work bigger than they were, I focused on the negative aspects of a situation at work instead of the positive aspects, I talked to colleagues about the negative aspects of my work, and I talked to people outside of the organization about the negative aspects of my work.

RESULTS AND DISCUSSION

Respondent Description

Table 1
Respondent Characteristics

Category	Criteria	Frequency	Percentage
ASN Status	PNS	81	83.5
Rank	III/a-III/d	58	59.8
Gender	Male	51	52.6
Age	51-60 years	34	35.1

Years of service	≥ 21 years	33	34
Educational level	S1	66	68

Source: Processed Data, 2025

Based on Table 1, the results indicate that the majority of respondents in this study are PNS (83.5%), belong to rank group III/a–III/d (59.8%), are male (52.6%), are aged 51–60 years (35.1%), have worked for 21 years or more (34%), and hold a bachelor's degree (S1) as their highest level of education (68%).

Variable Description

Table 2
Career Adaptability
Variable

Indicator	Mean
X1.1	4,27
X1.2	4,30
X1.3	4,25
X1.4	4,31
X1.5	4,27
X1.6	4,12
X1.7	4,23
X1.8	4,08
X1.9	4,31
X1.10	4,14
X1.11	4,26
X1.12	3,97
X1.13	4,19
X1.14	4,15
X1.15	4,19
X1.16	4,03
X1.17	4,09
X1.18	4,10
X1.19	4,27
X1.20	4,43
X1.21	4,20
X1.22	4,13
X1.23	3,95
X1.24	3,97
X1	4,18

Source: Processed Data,
2025

Table 3
Work Motivation
Variable

Indicator	Mean
X2.1	4,12
X2.2	4,09
X2.3	4,13
X2.4	4,10
X2.5	4,27
X2.6	4,24
X2.7	4,21
X2.8	4,13
X2.9	4,00
X2.10	4,09
X2.11	4,15
X2.12	4,00
X2.13	4,02
X2.14	3,95
X2.15	3,69
X2.16	3,87
X2.17	4,18
X2.18	4,28
X2.19	4,19
X2	4,09

Source: Processed Data,
2025

Table 4
Work Engagement
Variable

Indicator	Mean
Y1.1	4,07
Y1.2	4,03
Y1.3	4,10
Y1.4	4,20
Y1.5	4,07
Y1.6	4,24
Y1.7	4,12
Y1.8	3,75
Y1.9	3,94
Y1	4,06

Source: Processed Data,
2025

Table 5
Employee Performance
Variable

Indikator	Mean
Y2.1	4,27
Y2.2	4,28
Y2.3	4,25
Y2.4	4,30
Y2.5	4,16
Y2.6	4,12
Y2.7	3,98
Y2.8	4,16
Y2.9	4,21
Y2.10	4,21
Y2.11	3,86
Y2.12	3,78
Y2.13	4,05
Y2.14	4,00
Y2.15	4,04
Y2.16	4,25
Y2.17	4,21
Y2.18	4,23
Y2	4,13

Source: Processed Data,
2025

A mean score of 4.18 for career adaptability indicates that respondents tended to agree with the 24 indicators measuring this variable. A mean score of 4.09 for work motivation indicates that respondents tended to agree with the 19 indicators. A mean score of 4.06 for work engagement indicates that respondents tended to agree with the nine indicators. Furthermore, a mean score of 4.13 for employee performance indicates that respondents tended to agree with the 18 indicators.

Validity Test Results

Table 6
Validity Test Results

Variables	Validity Test Criteria	
	KMO	Component Matrix
Career Adaptability	0.922	> 0.5
Work Motivation	0.880	> 0.5
Work Engagement	0.915	> 0.5
Employee Performance	0.912	> 0.5

Source: Processed Data, 2025

Based on Table 6, the Kaiser-Meyer-Olkin (KMO) values for career adaptability, work motivation, work engagement, and employee performance are all greater than 0.50, indicating that the sample adequacy requirements are met. In addition, the component matrix values for all indicators: 24 indicators of career adaptability, 19 indicators of work motivation, nine indicators of work engagement, and 18 indicators of employee performance, are greater than 0.50, indicating that all indicators are valid.

Reliability Test Results

Table 7
Reliability Test Results

Variables	Reliability Test Criteria	
	Cronbach's Alpha	Cut-off
Career Adaptability	0.971	> 0.7
Work Motivation	0.964	> 0.7
Work Engagement	0.967	> 0.7
Employee Performance	0.967	> 0.7

Source: Processed Data, 2025

Based on Table 7, the Cronbach's alpha values for career adaptability, work motivation, work engagement, and employee performance are all greater than 0.70. Therefore, it can be concluded that all variables in this study are reliable.

Multiple Linear Regression Analysis Result

Table 8
Multiple Regression Analysis Results

Model	Variables Independent	Adjusted R ²	Anova		Standardized Coefficients		Information
			F	Sig.	Beta	Sig.	
Model I: Y1 = 0.328 X1 + 0.528 X2 + e1							
Model I: The Influence of Career Adaptability and Work Motivation on Work Engagement	Career Adaptability	0.643	87.575	<0.001	0.328	<0.001	Hypothesis 1 is accepted
	Work Motivation				0.528	<0.001	Hypothesis 2 is accepted
Model II: Y2 = 0.422 X1 + 0.245 X2 + 0.288 Y1 + e2							
Model II: The Influence of Career Adaptability, Work Motivation and	Career Adaptability	0.758	101.212	<0.001	0.422	<0.001	Hypothesis 3 is accepted
	Work motivation				0.245	0.008	Hypothesis 4 is accepted

Work Engagement on Employee Performance	Work Engagement				0.288	0.001	Hypothesis 5 is accepted
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Source: Processed Data, 2025

Based on Table 8, the test results can be shown on Model I:

- In the F test results, the sig value is $0.001 < 0.05$, meaning this model is fit or suitable for further analysis.
- The results of the determination coefficient test obtained an Adjusted R^2 value of 0.643, which means that the career adaptability and work motivation variables are able to explain 64.3% of the work engagement variable, while the remaining 35.7% is explained by other variables outside the research model.
- H1: Career adaptability has a positive effect on work engagement
Sig. value is $0.001 < 0.05$ and the beta value is 0.328 which is positive, meaning that career adaptability has a positive effect on work engagement. Thus, H1 is accepted.
H2: Work motivation has a positive effect on work engagement
Sig. value is $0.001 < 0.05$ and the beta value is 0.528 which is positive, meaning that work motivation has a positive effect on work engagement. Thus, H2 is accepted.

Based on Table 8, the test results can be shown on Model II:

- In the F test results, the sig value $0.001 < 0.05$, meaning the model fits or is suitable for further analysis.
- The results of the determination coefficient test obtained an Adjusted R^2 value of 0.758, which means that the variables career adaptability, work motivation, and work engagement are able to explain 75.8% of the employee performance variable, while the remaining 24.2% is explained by other variables outside the study.
- H3: Career adaptability has a positive impact on employee performance
Sig. value is $0.001 < 0.05$ and the beta value is 0.422 which is positive, meaning that career adaptability has a positive effect on employee performance. Thus, H3 is accepted.
H4: Work motivation has a positive effect on employee performance.
Sig. value is $0.008 < 0.05$ and the beta value of 0.245 which is positive, meaning that work motivation has a positive effect on employee performance. Thus, H4 is accepted.
H5: Work engagement has a positive effect on employee performance
Sig. value is $0.000 < 0.05$ and the beta value of 0.288 which is positive, meaning that work engagement has a positive effect on employee performance. Thus, H5 is accepted.

Mediation Test Results

The influence of career adaptability on employee performance mediated by work engagement.

Table 9
Mediation Test 1

Variables	Sobel test statistic	One-tailed probability	Two-tailed probability	Information
$X1 \rightarrow Y1 \rightarrow Y2$	2.432	0.007	0.015	Hypothesis 6 is accepted

Source: Data processed in 2025

Note: $X1$ = career adaptability; $Y1$ = work engagement; $Y2$ = employee performance

Based on Table 9, it can be seen that the two-tailed probability value is $0.015 < 0.05$, meaning that work engagement mediates the influence of career adaptability on employee performance. Thus, hypothesis 6 is accepted.

The influence of work motivation on employee performance is mediated by work engagement.

Table 10
Mediation Test 2

Variables	Sobel test statistic	One-tailed probability	Two-tailed probability	Information
X1 → Y1 → Y2	2,911	0.002	0.004	Hypothesis 7 is accepted

Source: Data processed in 2025

Note: X1 = work motivation; Y1 = work engagement; Y2 = employee performance

Based on Table 10, the two-tailed probability value of $0.004 < 0.05$ shows that work engagement mediates the influence of work motivation on employee performance. Thus, Hypothesis 7 is accepted.

DISCUSSION

Career Adaptability Has a Positive Effect on Work Engagement

Respondent descriptions revealed that the majority of ASN had a bachelor's degree. This indicates that ASN possess strong theoretical knowledge, analytical skills, and career adaptability, demonstrated by their ability to navigate change, plan their careers, and be prepared for new assignments. Career adaptability helps ASN navigate work challenges, which in turn can enhance their work engagement.

The descriptive variable of career adaptability shows that the indicator with the highest mean value is where ASN strives to do something well. In addition, several indicators have a mean value above the mean variables, including: thinking about what my future will be like, realizing that today's choices shape my future, preparing for the future, becoming aware of the educational and career choices that i must make, planning how to achieve my goals, keeping upbeat, taking responsibility for my actions. This shows that the care, control, curiosity, and self-confidence possessed can create ASN work engagement. Thus, the better career adaptability, the better the work engagement shown. This finding is in line with research Chen et al. (2024) and Ramadhan & Prahara (2020) which states that career adaptability has a positive effect on work engagement.

Work Motivation Has a Positive Effect on Work Engagement

Based on the respondents' descriptions, it was found that the majority were Class III civil servants. This indicates that their stable status and mid-career status encourage them to maintain their performance to meet organizational targets and performance appraisals. They tend to be more motivated, enthusiastic, dedicated, and emotionally engaged in their work.

The findings of the statistical description on the work motivation variable obtained information that several indicators had a mean value above the mean value of the variable, including: that ASN was motivated to do his work because I do is interesting, because I have fun doing my job, because putting efforts in this job aligns with my personal values, because I

personally consider it important to put efforts in this job, because putting efforts in this job has personal significance to me, because I have to prove to myself that I can. This condition shows that ASN feels motivated in working so that they tend to be involved in their work. Thus, the better their work motivation, the better the work engagement shown. This finding is in line with research Rinanta & Santoso (2021), Astuti & Hadi (2023), and Retnodiani & Hartono (2023) which states that work motivation has a positive effect on work engagement.

Career Adaptability Has a Positive Effect on Employee Performance

The respondent descriptions revealed that the majority had more than 21 years of service. Extensive work experience fosters a better understanding of job demands, organizational change, and career development strategies. ASN who adapt well tend to be better prepared for job tasks and challenges, which impacts their performance.

The career adaptability variable, several indicators have a mean value above the variable mean, including: counting on myself, performing tasks efficiently, taking care to do things well, and learning new skills. This condition shows ASN's confidence in their ability to complete something and overcome challenges as a form of ASN self-confidence. ASN who can adapt to something needed for career achievement will be able to direct their behavior to meet job demands. This means that the better the career adaptability, the better the employee's performance is shown. This finding is in line with previous research conducted by Akça et al. (2018), Jannesari & Sullivan (2019), and Ariansyah & Widayati (2023) which states that career adaptability has a positive effect on employee performance.

Work Motivation Has a Positive Influence on Employee Performance

The results of descriptive demographic calculations of respondents show that the composition of civil servants by gender is nearly balanced between men and women. This indicates that the influence of work motivation on employee performance is universally applicable within this population. Motivated civil servants are more focused, enthusiastic, and willing to invest energy and time in completing organizational tasks.

Work motivation variables, several indicators have mean values above the variable mean, including: that ASN was motivated to do his work because putting efforts in this job has personal significance to me, because I have to prove to myself that I can, because it makes me feel proud of myself, to get others' approval. The motivation that is built shows the involvement of ASN's emotional feelings towards their work, such as a feeling of pride when they are able to complete their tasks well and achieve the set performance. This finding is in line with research Paais & Pattiruhu (2020), Sugiharni et al. (2025), Heriyana & Erlina (2022), Jufrizen & Hutasuhut (2022), and Suryanto & Wijaya (2025) which states that work motivation has a positive effect on employee performance.

Work Engagement Has a Positive Effect on Employee Performance

The results of the respondent descriptions revealed that the majority of respondents were between 51 and 60 years old. Senior civil servants possess a deep understanding and experience of their work and are actively involved in it. The extent to which a civil servant feels involved and loyal encourages them to work harder, be more responsible, and be more dedicated in carrying out their duties.

The work engagement variable, several indicators have mean values above the variable mean, including: at my work, I feel bursting with energy, when I get up in the morning, I feel like going to work, I am enthusiastic about my job, I am proud on the work that I do, I feel happy when I am working intensely. This condition indicates that higher enthusiasm, dedication, and absorption encourage civil servants to work more optimally and improve their performance. This finding is in line with research Hendrik et al. (2021), Jufrizen & Hutasuhut (2022), Ariansyah & Widayati (2023), and Retnodiani & Hartono (2023) which states that work engagement has a positive effect on employee performance.

Career Adaptability Influences Employee Performance Mediated by Work Engagement.

Based on the descriptive research variables, it can be seen that respondents tend to agree with the indicators of career adaptability, work engagement, and employee performance. The results indicate a mediating role of work engagement in the relationship between career adaptability and employee performance, supported by empirical conditions in the field. This is consistent with the theory that ASN who have good career adaptability tend to feel more engaged with their work, thus encouraging improved performance. Work engagement acts as a psychological mechanism that explains how career adaptability can be translated into more optimal performance. The results of this study are in line with research by Gupta (2019), Astari & Harmen (2021), and Yuliaty & Mahdani (2023) which states that work engagement mediates the influence of career adaptability on employee performance.

Work Motivation Influences Employee Performance Mediated by Work Engagement

The results of this study indicate that respondents tend to agree with the indicators of work motivation, work engagement, and employee performance. Work motivation shows a positive direct influence on employee performance and a positive influence on work engagement. The indirect effect through work engagement is significant. The role of ASN engagement in the form of pride in the work done can strengthen employee motivation to work which ultimately employees will strive to improve the work results that have been achieved. This is because when employees feel engaged at work, employees will have the awareness to give their full capabilities to the organization. This indicates that work motivation not only drives performance behavior directly but also increases the emotional attachment of ASN to work which in turn improves performance. The results of this study are in line with Astuti & Hadi (2023) and Retnodiani & Hartono (2023) which states that work engagement mediates the influence of work motivation on employee performance.

CONCLUSION

Based on data analysis, hypothesis testing, and discussion, it can be concluded that career adaptability has a positive effect on work engagement, work motivation has a positive effect on work engagement, career adaptability has a positive effect on employee performance, work motivation has a positive effect on employee performance, work engagement has a positive effect on employee performance, work engagement mediates the effect of career adaptability on employee performance, and work engagement mediates the effect of work motivation on employee performance. Practically, these results are useful for government organizations to be able to implement policies that support increasing career adaptability and work motivation in order to improve work engagement and employee performance.

A limitation of this study is that it involved only one public organization, preventing comprehensive results. Therefore, it is recommended that future studies select a larger sample of respondents across organizations to test the generalizability of the findings. Furthermore, it would be advisable to examine additional variables, such as organizational support, transformational leadership, or technical competence, to provide comparisons with the results of this study.

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