Assessing the Effect of Career Adaptability on Employee Engagement through Public Service Motivation: Study of Civil Servants in Indonesia

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Abstract

This study aimed to examine the effect of civil servant career adaptability on employee engagement mediated by public service motivation. This study adopts the theory of job demand resources and takes the perspective of organizational behavior theory to explain personal resource variables. The proposed hypothesis was tested by conducting a partial least square - a structural equation model on data collected from 599 millennial civil servants in Indonesia. This study found that career adaptability, directly and indirectly, affects employee engagement with public service motivation as a mediating variable. This study offers academics significant insight in providing empirical evidence of organizational behavior theory for a direct relationship between career adaptability and public service motivation. The implication of this research for human resource management in government organizations is awareness of designing programs to increase the career adaptability of millennial civil servants, so that it will have significant impact on public services because of their motivation and engagement to stay in the public sector.

Keywords: *Employee Engagement, Career Adaptability, Public Service Motivation, Millennials, Civil Servants.*

INTRODUCTION

Nowadays discussion about engagement is an exciting topic for human resource management sudies. Engagement is very important for the organization for its results on employee retention (Ghosh et al., 2013; Xiong et al., 2015; Kundu & Lata, 2017; Farzam, 2021) and productivities (Byrne, 2014; Moletsane, Tefera, and Migiro, 2019; Jaman, James and Luamba, 2022), and also drives an employee to work hard for the organization (Byrne, 2014).

Earlier studies on employee engagement mainly used Job Demands-Resources Theory (JD-R theory) (Kotzé & Nel, 2019; Scanlan & Still, 2019; Zahari & Kaliannan, 2022). According to JD-R, job demands and job resources make up two categories of factors influencing work engagement (Zahari & Kaliannan, 2022). Job demands are variables that must be 'paid' by employees, both physically and psychologically, including work overload, job characteristics, supervisor support, physically and emotionally tiring work (Byrne, 2014). Work engagement is negatively impacted by job demands (Zahari and Kaliannan, 2022). Job resources, on the other hand, have a favorable impact on work engagement by lessening the negative effects of job demands while simultaneously

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boosting work engagement (Zahari and Kaliannan, 2022). Job resources are variables that increase engagement, including social support, performance feedback, job characteristics, learning opportunities and employee personality (Byrne, 2014). The scope of this study is in terms of job resources.

Most of researches on engagement take students and private employees as respondents. The engagement literature with public sector employees as respondent is still limited. A systematic literature review on the antecedents of work engagement in public sector (Zahari and Kaliannan, 2022) mention that: (1) work engagement as a concept is importance to the public sector because it plays a role in increasing employee productivity'; (2) government institutions are centers of response to many crises, and therefore it is necessary to study the antecedents and positives outcome of engagement in the context of the public sector.

Studies on the antecedents of employee engagement can serve as a guideline for management in seeking ways to increase employee engagement. This also applies to human resources management in government offices. Why does employee engagement for civil servants need to be examined? We relate it to the phenomenon of the millennial generation's work attitude.

In today's world of work, various generations (baby boomers, X, Y/millennials, and Z) work together in one place (Frian & Mulyani, 2018), where each generation brings unique talents and skills to advance the organization's business competitiveness (Coetzee et al., 2017). However, the millennial generation, born between 1980–2000 (Frian & Mulyani, 2018), differs from previous generations. They can create new opportunities using sophisticated technological developments, are very sensitive to environmental changes, and get bored quickly with a monotonous environment (Ramli & Soelton, 2019). They will seek more challenging jobs to satisfy their needs and interests (Dato'Mansor & Hossan, 2021). Millennial workers prefer to change jobs and want feedback with additional challenges (Hayes et al., 2018). Engaging Millennials is really going to be a tough task for managers (Evangeline and Ragavan, 2016). So, engagement is important for the millennial generation because it shows passion, intelligence and enthusiasm at work (Dato'Mansor & Hossan, 2021). Besides, their desires, needs and values will shape the organization culture over the next 10 years (Evangeline and Ragavan, 2016). The behaviour as mentioned above also applies to millenial civil servants. And that's why examining employee engagement amongs millenial civil servants would give significant impact.

A study from Leila Farzam (2021) investigates and identifies meaningful employee engagement and retention elements for millennials in the work environment. This study using quantitative and qualitative methods aims to ascertain the elements of employee engagement needed by the millennial generation to become high performers and to test the retention characteristics needed by millennials. The results of the study show that there are 7 categories of variables related to engagement of millennial: personal engagement and role accountability, training and development, salary and benefits, corporate social responsibility, diversity and inclusion, work-life balance and integration, and leadership (Farzam, 2021).

Distinctively, antecedents of engagement in public sector was reviewed by Zahari and Kaliannan (2022). The review identified five main themes: organizational and team factors, perceived leadership: leadership style and quality of leaders, job-design related experiences, organizational and team factors and individual psychological states (Zahari and Kaliannan, 2022). The interesting theme is Individual psychological states theme, i.e. individual's positive or negative mental states or perceptions toward their job, organizations, teams, personal strength, and ability. Public service motivation was the only factor of individual psychological thene exclusively related and focused on the public sector (Zahari and Kaliannan, 2022).

This study examined employee engagement of millennial civil servants from related antecedents in light of the current post-pandemic situation, i.e. public service motivation and career adaptability. There are two reasons why we raise these variables for research. First, public service motivation is an important variable for civil servants, where civil servants are the drivers of post-pandemic recovery in all sectors. Besides, PSM was identified as the only antecedent factor of work engagement exclusively related and focused on the public sector (Zahari and Kaliannan, 2022)

Secondly, post pandemic conditions have encouraged a new normal in all fields, and to deal with this, everyone include civil servant needs to have adaptable personal characteristics. Adaptability is the key differentiator whether an individual is successful in adjusting to changes that occur in the social and work environment (Ployhart and Bliese, 2015). One of the essential factors for someone's success in today's rapidly changing environment at work was adaptability (Chan, 2014). Referring to organizational behavioural theory (Colquitt, Lepine and Wesson, 2018) adaptability, as the part of people ability, is one of individual characteristics. It is strengthened by David Chan (2014) that conceptualising adaptability as a personal characteristic, which is the focus is an individual differences in trait or trait-like constructs that are expected to predict effective behaviours or successful outcomes in the adaptation process. Researcher found the positive impact of career adaptability to work engagement (Tladinyane and Van der Merwe, 2015) (Coetzee, Ferreira and Shunmugum, 2017).

For public employees, adaptability is needed to make them easier to adjust and comply their workload. However, career adaptability was stated as a double-edged sword (Lee, Xu and Yang, 2021) (Haibo et al., 2018). People with good career adaptability will find it easier to contribute and give good performance. On the other side, high adaptability people have a tendency to move jobs more easily and leave the office. This is also one of the factors that makes this research interesting.

As mentioned at second paragraph, theoretical framework of this study is also based on JD-R theory. Career adaptability and public service motivation act as personal resources that put positive effect on employee engagement (Demerouti and Bakker, 2011). Meanwhile, to figure out the relationship of career adaptability and public service motivation, organizational behaviour theory was used (Colquitt, Lepine and Wesson, 2018). It is stated that individual characteristics (one of which is career adaptability) affect individual mechanisms (one of which is public service motivation) (Colquitt, Lepine and Wesson, 2018). Previous literature that examined the direct effect of both variable is very scant, so this empirical study would provide a direct evidence.

The main objective of this article is to examine the effect of career adaptability on employee engagement in Indonesian civil servants which is mediated by public service motivation. This effect were examined for two populations: a sample of civil servants at high engagement work units and a sample of civil servants at low engagement work units. In this context, this article offers three things. First, this study contributes to the literature in terms of providing empirical evidence of organizational behaviour theory on the direct relationship between career adaptability and public service motivation. Second, regarding the ambiguity of the effect of career adaptability on its outcomes (Lee, Xu and Yang, 2021), this study seeks clarification of its positive or negative impact on civil servant's engagement. Therefore in this study a comparison was made between high and low engagement workunits. Third, this study explains the influence of public service motivation as a mediator on the relationship between career adaptability and employee engagement.

Finally, the research conducted at government offices in Indonesia, with millenial preferences, i.e employee that was born between 1980 – 2000, and have a minimum two years' service experiences.

LITERATURE REVIEW

Employee engagement

Engagement defined as the level of commitment and involvement of an employee towards the organization and its values (Sundaray, 2011). Engagement is the aggregate feeling one has towards his job, which is a step far beyond commitment (Evangeline and Ragavan, 2016). At the heart of all efforts made by human resources management and leaders is employee engagement (Coulaty, 2016).

Employee engagement is very important because it is related to many aspects of human resource management. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability (Sundaray, 2011).

Previous research analysed factors influencing employee engagement to organization: recruitment, job designing, career development opportunities, leadership, empowerment, equal opportunities and fair treatment, training and development, performance management, compensation, health and safety, job satisfaction, communication, and family friendliness (Sundaray, 2011). Those factors show that almost every process on human resources management impact on employee engagement.

The theoretical foundation for engagement used in this study is the job demand-resource theory (Bakker and Demerouti, 2008). The work engagement model was built based on the assumptions of the JDR model from two previous studies (Demerouti et al (2001) and Bakker & Demerouti (2007)). The first assumption is that job resources initiate the motivational process that leads to job involvement, and results in higher performance. The second assumption is that job resources become more prominent and generate motivational potential as opposed to high job demand.

Employee engagement can be considered as cognitive, emotional and behavioural (Lockwood, 2007). Cognitive engagement refers to employees' beliefs about the company, its leaders and the workplace culture (Lockwood, 2007). A cognitively engaged employee would be proportionately concentrated, focused, and attentive toward work-related experiences (i.e., his or her work, his or her job, or within the active role of working) (Shuck, Adelson and Reio Jr, 2017).

The emotional aspect is how employees feel about the company, the leaders and their colleagues (Lockwood, 2007). Emotionally engaged employees express affect that is directed toward a variety of work-focused targets that relate to the present momentary experience (Shuck, Adelson and Reio Jr, 2017).

The behavioural factor is the value added component reflected in the amount of effort employees put into their work (Lockwood, 2007). Behaviourally engaged employees are willing to put in extra effort, work harder for their team and organization, and to do more than is expected, also see themselves as psychologically willing to give more and often going above and beyond in a way that characterizes their forward movement (Shuck, Adelson and Reio Jr, 2017).

Career Adaptability

As the work environment evolves, adaptability is gaining greater significance (Rudolph et al., 2017). Career adaptability describes adaptability as a social competency that operates as a resource for individuals as they plan for and engage in novel career tasks and transitions (Chan, 2014).

Most of previous researchers referred to Savickas definition of career adaptability in their papers (Maggiori, Rossier and Savickas, 2017)(Tladinyane and Van der Merwe, 2015)(Haynie, Flynn and Herda, 2020)(Ghosh and Fouad, 2018)(Haryani, 2021). Career adaptability is defined as an individual's readiness and resources for handling current and

anticipated tasks, transitions, and traumas in their occupational roles that alter their social integration (Savickas, 2005).

In measuring career adaptability, Savickas (2005) describes it as four dimensions that are concern, control, curiosity and confidence. Maggiori et al (2017) explained the dimensions as follow: (1)Concern indicates the extent to which an individual is aware of and prepares his or her own vocational future; (2) Control reflects beliefs about personal responsibility for preparing their career and the perceived personal control over their vocational situation and future; (3) Curiosity reflects the personal tendency and the ability to explore professional environments, for example, by exploring and learning about types of work and occupational opportunities; and (4) Confidence suggests perceived self-efficacy to solve problems and the ability to successfully do the necessary to overcome obstacles encountered in professional activities.

Recent studies showed that career adaptabilities were related to different aspects of work and career domain, such as organizational commitment, engagement, subjective well-being, career performance, turnover intention, work stress, and insecurity (Xu and Yu, 2019; Omar and Tajudeen, 2020). Career adaptability can be a very important competency in a global crisis such as the COVID-19 pandemic (P. C. Lee et al., 2021), because CA can help individuals see possibilities in unexpected changes, take advantage of those changes, and recover from unexpected outcomes. (Rudolph et al., 2017).

The results of previous research regarding the effect of CA and engagement mostly use the term 'work engagement', not 'employee engagement'. A study from Tladinyane and Merwe (2015) on employees of insurance companies in South Africa concluded that there are significant differences in age and race groups in relation to career adaptability and employee engagement, so organizations need to recognize these biographical differences as a reference for engagement interventions and career counseling arrangements (Tladinyane & Van der Merwe, 2015). Research conducted on millennial employees in Indonesian startup companies shows that career adaptability affects millennial work engagement on the dimensions of concern and curiosity, but not on the dimensions of control and confidence (Haryani, 2021). Another study on career adaptability from Yang et al (2019) in China proves that career adaptability has a significant effect on work engagement, thereby predicting employee well-neing behavior (Yang et al., 2019).

Hypothesis 1: career adaptability of civil servants will influence employee engagement

Career adaptability can aid individuals in transitioning smoothly into new roles, while also preserving their capacity to balance their professional responsibilities. This, in turn, can impact their crucial psychological resources for career progression and lead to a more meaning in life (Chen et al., 2020). This statement supports the notion that there is an influence of career adaptability on one's work motivation, especially those related to intrinsic motivation, including meaningful in life.

Research on resilience in public sector managers (Plimmer et al., 2022), gives the result that higher employee resilience is associated with public service motivation (PSM), employee prosocial skills and supervisor constructive leadership. This research does not explicitly state that career adaptability is related to PSM, but in the research it is stated that one of the elements of employee resilience capability is adaptability.

Colquitt's theory of organizational behavior provides a clear link regarding the relationship between adaptability and motivation. But currently empirical evidence of their direct relationship is still limited, so it is interesting to confirm the relationship between career adaptability and public service motivation with empirical study.

Hypothesis 2: career adaptability of civil servants will influence public service motivation.

Public Service Motivation

Employee motivation is defined as the feelings, effort, energy, and encouragement that employees use to achieve individual or organizational goals (De Sousa Sabbagha et al., 2018). According to this definition, motivation is an approach that people use to achieve the highest performance that will benefit the organization persistently (Shaaban, 2018).

The dynamics of motivation have undergone a significant transformation to align with evolving work demands and shifting employee aspirations, characterized by two distinct components - intrinsic and extrinsic motivation (Evangeline and Ragavan, 2016). Intrinsic motivation is the behaviour which is exerted when performing an activity for an inner desire (Evangeline and Ragavan, 2016). It is linked to a variety of positive outcomes such as job engagement, task identification, positive influence, and employee productivity in contexts where traditional and top-down incentive systems seem to have reached their limits (Kuvaas et al., 2017). In contrast, extrinsic motivation is conceptualized and measured as the degree to which work motivation depends on the presence of real incentives (Kuvaas et al., 2017), such as performing inactivity to earn a reward (Evangeline and Ragavan, 2016).

In order to enhance employee engagement, it is essential for an organization to motivate their workforce since motivated employees put in extra effort voluntarily, and it affect their commitment and productivity (Evangeline and Ragavan, 2016). Social exchange theory (Social Exchange Theory) is the basis for the relationship between public service motivation and employee engagement. This theory shows that when employees feel they are being treated well, they will reciprocate in a positive way (Abdelmotaleb, 2020).

Research from Mussagulova (2021) underscores the importance of public service motivation in the work engagement of mid-career managers, who act as enhancers and coping mechanisms (Mussagulova, 2021). Tran et al. (2020) conclude that an important characteristic for civil servants with high public service motivation levels is not commitment to public organizations, but their willingness to contribute meaningfully to the good of society (Tran et al., 2020).

Hypothesis 3: public service motivation of civil servants will influence the employee engagement

Martin, Ginns and Collie's (2022) research, which is based on the JDR Theory and the Academic Demand-Resource (ADR) Model, investigates the role of COVID-related lockdowns, perceived adaptability, and fluid-reasoning on self-efficacy, and the role of these factors on engagement and student disengagement. The researcher shows that personal resources in the form of adaptability (including students' perceptions of adaptability) have a positive effect on motivation and outcomes, one of which is disengagement (Martin, Ginns and Collie, 2022).

Hypothesis 4: indirect effect of career adaptability of civil servants on employee engagement is mediated by public service motivation.

METHODOLOGY

Study design and participants

This study uses a quantitative method, with a cross-sectional survey approach. In general, the method used in this study adopted previous research from Haddad (2006) which compared respondents to extreme groups (Haddad, 2006). This study compares the relationship between variables in work units with high and low engagement scores. The participants involved in the survey are employees of a government organization in

Indonesia which has employees spread across all provinces. Of the 73 work units owned, 15 units were selected with the highest engagement value, and 15 units with the lowest engagement value. Participants must fulfill these criteria: government employees who were born between 1980 – 2000 with a minimum of 2 years of service experience. Participants from employee groups with high engagement scores were referred to as the HE (High-engagement) group, and participants from employee groups with low engagement scores were referred to as the LE (Low-engagement) group.

Measuring variable

We use established instrument to measure the employee engagement (EE) (Shuck, Adelson and Reio Jr, 2017), career adaptability (CA) (Maggiori, Rossier and Savickas, 2017), and public service motivation (PSM) (Kim et al., 2013). Because almost all social science researchers use established measurement approaches published in prior research studies or scale handbooks that performed well (Hair et al., 2017).

Participants answered each statement using a 5-point Likert type scale, 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = totally agree.

The statement per variable as shown at Table 1.

Table 1. Measurement statement of Employee Engagement, Career Adaptability and Public Service Motivation

Variable (Article source)	Dimension	Statements
Employee engagement	Cognitive engagement	1. I am really focused when I am working. 2. I concentrate on my job when I am at work. 3. I give my job responsibility a lot of attention. 4. At work, I am focused on my job.
Shuck, Adelson, and Reio (2017)	Emotional engagement	1. Working at <my current organization> has a great deal of personal meaning to me. 2. I feel a strong sense of belonging to my job. 3. I believe in the mission and purpose of <my company>. 4. I care about the future of <my company>.
	Behavioral engagement	1. I really push myself to work beyond what is expected of me. 2. I am willing to put in extra effort without being asked. 3. I often go above what is expected of me to help my team be successful. 4. I work harder that expected to help <my company> be successful.
Public Service Motivation	Attraction to Public Service (APS)	1. I admire people who initiate or are involved in activities to aid my community. 2. It is important to contribute to activities that tackle social Problems. 3. Meaningful public service is very important to me. 4. It is important for me to contribute to the common good.
PSM (Kim et al., 2013)	Commitment to Public Values (CPV)	5. I think equal opportunities for citizens are very important. 6. It is important that citizens can rely on the continuous provision of public services. 7. It is fundamental that the interests of future generations are taken into account when developing public policies. 8. To act ethically is essential for public servants.
	Compassion (COM)	9. I feel sympathetic to the plight of the underprivileged. 10. I empathize with other people who face difficulties. 11. I get very upset when I see other people being treated unfairly. 12. Considering the welfare of others is very important.
	Self-Sacrifice (SS)	13. I am prepared to make sacrifices for the good of society. 14. I believe in putting civic duty before self.

		15. I am willing to risk personal loss to help society.
		16. I would agree to a good plan to make a better life for the poor, eve if it costs me money
Career Adaptability	Concern	Q1. Thinking about what my future will be like
		Q2. Preparing for the future
		Q3. Becoming aware of the educational and vocational choices that I must make
Maggiori, Rossier, and Savickas (2017)	Control	Q4. Making decisions by myself
		Q5. Taking responsibility for my actions
		Q6. Counting on myself
	Curiosity	Q7. Looking for opportunities to grow as a person
		Q8. Investigating options before making a choice
		Q9. Observing different ways of doing things
	Confidence	Q10. Taking care to do things well
		Q11. Learning new skills
		Q12. Working up to my ability

Data analysis

This research used PLS-SEM to analyze data. The analysis was computed using Smart-PLS version 3.0 to determine the hypothesis. Data processing is divided into 3 parts. First, all data is processed to ensure the instruments used are valid and reliable. The tests carried out included: checking the value of the loading factor to test validity, internal consistency reliability, convergent validity, and discriminant validity. Second, data processing for each test group was carried out using indicators that have been proven to be valid and reliable. There are 2 test groups: HE and LE. HE is a group of respondents with a high engagement value. LE is a group of respondents with high engagement scores. Third, we examined the significance of the effect between variables in each group and compared the data processing results in the two test groups.

RESULTS AND DISCUSSIONS

Results

This research aim to examine the effect of career adaptability of civil servants to employee engagement mediating by public service motivation. The relationship between exogenous and endogenous variable is as shown at Picture 1.
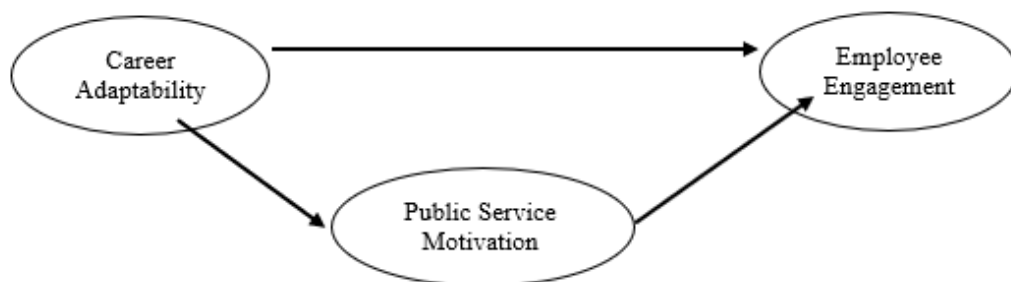

Figure 1. Research model

Statistical description

A total of 599 people were involved in this study, consisting of 281 people from the HE group and 318 people from the LE group. Based on the data obtained, there were 75.99% female respondents, and 24.01% male respondents. Most of the respondents were born in 1980 – 1984 (31.72%). Respondents with master/equivalent educational level is the major among both groups (54,09% for HE and 51,96% for LE). Complete data is listed in the table below.

Table 2. Demographic of respondents

Variable	Respondents	Range	Distribution	%
Gender	HE	M	74	26,33%
		F	207	73,67%
	LE	M	93	29,25%
		F	225	70,75%
Age	HE	23 - 28	47	16,73%
		29 - 33	91	32,38%
		34 - 38	56	19,93%
		39 - 43	87	30,96%
	LE	23 - 28	67	21,07%
		29 - 33	102	32,08%
		34 - 38	79	24,84%
		39 - 43	70	22,01%
Educational level	HE	Diploma	47	14,78%
		Bachelor/equivalent	99	31,13%
		Magister/equivalent	172	54,09%
	LE	Diploma	43	15,30%
		Bachelor/equivalent	92	32,74%
		Magister/equivalent	146	51,96%

Assessing measurement models

Based on Hair et al. (2019), first step is assessing measurement model, and next assessing structural model. In assessing reflective measurement model, we check the internal consistency reliability, convergent validity, and discriminant validity (Hair et al., 2019). We use Multigroup Analysis on Smart-PLS 3.0 so that it results in three data, i.e., complete data (sum of HE and LE groups), HE data (data of HE groups), and LE data (data of LE groups).

Reflective indicator loadings must be more than 0,708. For EE, all indicators for all groups meet the criteria with a range between 0,708 -0,853. For CA, three indicators 'loading factor on the entire data group below 0,700, i.e., CA04, CA06, CA12. Two indicators' loading factors on HE data groups below 0,700, i.e., CA04 and CA06. Five indicators' loading factors on LE groups below 0,700, i.e., CA04, CA06, CA07, CA11, and CA12. Thus five indicators were eliminated from the measurement. After dropping them, the other seven indicators meet the criteria and range between 0,737 – 0,866. For PSM, two indicators, PSM15 and PSM16, did not meet the criteria for whole and HE data groups. Four indicators, PSM13, PSM14, PSM15, and PSM16, did not meet the criteria and should be dropped. After eliminating those indicators, the other twelve indicators which fit the criteria range between 0,709 –0,908.

In checking internal consistency reliability, Cronbach's alpha is the lower bound, the composite reliability is the upper bound, and ρ A usually lies between these bounds and may represent a construct's internal consistency reliability, assuming that the factor model is correct. The results as Table 2 evaluated with a minimum score of 0,70 (Hair et al., 2017). The value of each parameters as on Table 3.

Table 3. Consistency reliability per variable per data groups.

Variable	Data groups	Cronbach's Alpha	rho-A	Composite Reliability
Career Adaptability	Complete	0,915	0,916	0,932
	HE	0,933	0,934	0,946
	LE	0,894	0,896	0,917
Public Service Motivation	Complete	0,957	0,959	0,963
	HE	0,966	0,967	0,970
	LE	0,948	0,95	0,955
Employee Engagement	Complete	0,947	0,949	0,954
	HE	0,953	0,954	0,959
	LE	0,941	0,95	0,949

Convergent validity is the extent to which the construct converges to explain the variance of its items. The metric used for evaluating a construct's convergent validity is the average variance extracted (AVE) for all items on each construct. An acceptable AVE is 0.50 or higher indicating that the construct explains at least 50 per cent of the variance of its items. AVE value for each variable on table 4 are more than 0, 50, so it meet the criteria.

Table 4. Score of AVE

Variable	Average Varian Extracted (AVE)		
	Complete data group	HE data group	LE data group
Career Adaptability	0,662	0,713	0,611
Public Service Motivation	0,683	0,729	0,638
Employee Engagement	0,633	0,659	0,606

Discriminant validity explained that a construct is empirically distinct from other constructs in the structural model (Hair et al., 2019). The metric used for evaluating discriminant validity is heterotrait-monotrait (HTMT) ratio. Threshold score for HTMT is lower than 0, 90 or 0,85. The results as in Table 5 shows that the instrument meet the criteria.

Table 5. HTMT Value

Variable	Data groups	Career Adaptability	Employee Engagement
Employee Engagement	Complete	0,782	-
	HE	0,846	-
	LE	0,713	-
Public Service Motivation	Complete	0,787	0,720
	HE	0,847	0,808
	LE	0,716	0,629

Hypothesis testing

After assuring that the measurement models meet all the required criteria's, next step is assessing the structural model. This involves examining the model's predictive capabilities and the relationships between the constructs (Hair et al., 2017). The final picture of those construct and its indicators presented at Picture 2.
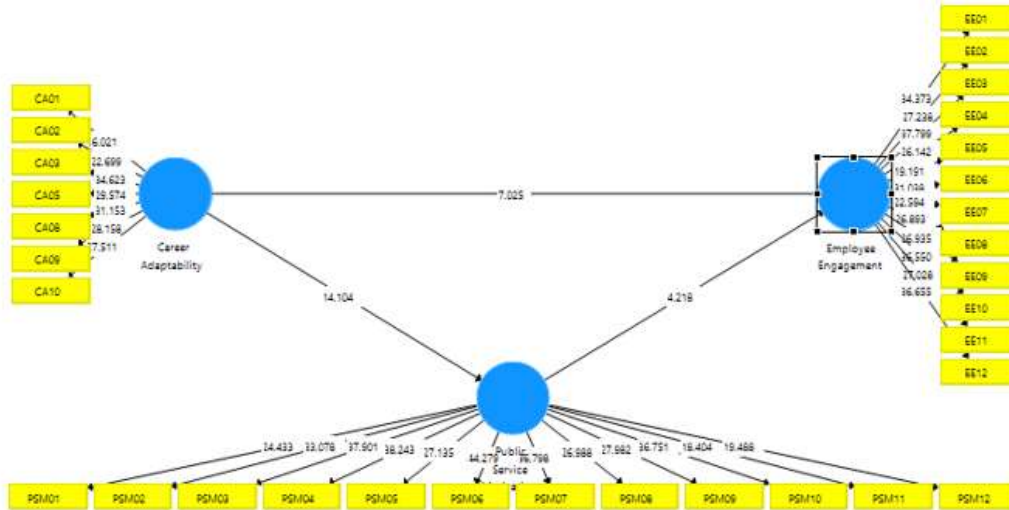

Figure 2. The structural equation modelling calculation

Collinearity should be assess, because the path coefficients may be biased if the estimate involves a critical degree of collinearity between predictor constructs (Hair et al., 2017). VIF value indicates collinearity which is ideally under 3, and possible collinearity issue if VIF between 3 – 5, and VIF value more than 5 means critical collinearity issue. VIF value of each data groups as Table 6. The data verified that no collinearity among variables, because all data VIF value was under three.

Table 6. Inner VIF value for collinearity

Data groups	Variable	Employee Engagement	Public service motivation
Complete	Career Adaptability	2,21	1,000
	Employee Engagement		
	Public Service Motivation	2,21	
HE	Career Adaptability	2,852	1,000
	Employee Engagement		
	Public Service Motivation	2,852	
LE	Career Adaptability	1,801	1,000
	Employee Engagement		
	Public Service Motivation	1,801	

Therefore, to examine the effect among variable, we check the path coefficient. We used bootstrapped procedure to yield the path coefficient value. The bootstrap standard error enables computing the empirical t values and p values for all structural path coefficients (Hair et al., 2017).

When an empirical t value is larger than the critical value, we conclude that the coefficient is statistically significant at a certain error probability (i.e., significance level). Commonly used critical values for two-tailed tests are 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.57 (significance level = 1%) (Hair et al., 2017).

Furthermore, the p value is the probability of erroneously rejecting a true null hypothesis (i.e., assuming a significant path coefficient when in fact it is not significant) (Hair et al., 2017). When assuming a significance level of 5%, the p value must be smaller than 0.05 to conclude that the relationship under consideration is significant at a 5% level.

The t value and p value for each data group are presented in Table 7. The data shows that all variables influence each other (CA to EE, CA to PSM and PSM to EE) because their t value is more than 1.96 and the effect is significant with p-value less than 0.05. Thus, hypothesis 1, 2 and 3 are accepted.

Table 7. The t value and p value in each data groups

Variable	Data groups	Career Adaptability	P Value	Conclusion
Career Adaptability --> Employee Engagement	Complete	9,695	0,000	H1 accepted
	HE	7,378	0,000	
	LE	7,025	0,000	
Career Adaptability --> Public Service Motivation	Complete	23,714	0,000	H2 accepted
	HE	22,741	0,000	
	LE	14,104	0,000	
Public Service Motivation --> Employee Engagement	Complete	6,317	0,000	H3 accepted
	HE	5,290	0,000	
	LE	4,218	0,000	

Indirect effect of CA to EE mediated by PSM was examined using specific indirect effect menu. The results of each data group as in Table 8 show that the indirect relationship between CA and PSM through EE has quite a significant influence because it has a t value of more than 1,96 and p value below 0,05.

Table 8. Total indirect effect per data groups

Variable	Data groups	t value	p Value	Conclusion
CA --> PSM --> EE	Complete	5,933	0,000	H4 accepted
	HE	4,992	0,000	
	LE	3,796	0,000	

DISCUSSION

This research aimed to explain the influence of job resources to employee engagement from the point of view of organizational behaviour theory developed by Collquitt, LePine and Watson, with millennial civil servants in Indonesia as respondents. Using JDR theory as a foundation for studying work engagement is still relevant today, because JDR theory is an open, flexible, descriptive model, and it has been chosen by the mostly research study due to its flexibility (Gull, Ahmed and Warraich, 2022). Based on JDR model, job resources, personal resource, and organizational resource can enhance employee engagement (Borst, Kruyen and Lako, 2019). In this study, variables that act as personal resources are career adaptability and public service motivation. From Colquitt's theory, career adaptability is one of the individual characteristics that influence public service motivation as an individual mechanism.

There are four findings of this study. First, the significant direct effect of career adaptability to employee engagement. This finding corroborated preliminary study in various relationship between both constructs, i.e career adaptability as antecedent of engagement(Ghosh and Fouad, 2018; Yang et al., 2019; Daris, Anisah and Dewi, 2021), career adaptability as mediator of perceived-organization support and work engagement

(Sunarjo et al., 2021), and career adaptability as moderator of red tape to work engagement (Jiang et al., 2023). Similar research by Arlina & Aprilianti (2019), which is conducted using civil servants of Indonesia as respondents, shows that the relation between career adaptability and career engagement is positive. The difference of Arlina&Aprilianti's work and this article is on variables that acts as mediators. In contrast to them, other research found that the effect of career adaptability to employee engagement was not statistically significant (Rakthin et al., 2021).

Second finding, the significant direct effect of career adaptability to public service motivation. Study conducted by Plimmer et al (2022) found that career adaptabilities which was include in employee resilience capabilities related to public service motivation. Thus, higher resilience capabilities impacted to public sector managers' public service motivation (Plimmer et al., 2022). Earlier researches that explicitly reveal direct connection of career adaptability to public service motivation is difficult to find. Accordingly, this second finding expected to give novelty at this work.

Third finding, public service motivation have significant direct effect to employee engagement. This finding is in line with the study of Muusagulova (2021), Borst et al (2019), and Bakker(2015). Mussagulova research in 2021 found that the higher the PSM will strengthen the positive impact of work resources, such as perceptions of social impact on work engagement. Meanwhile, a lower PSM has a negative effect on work requirement (Mussagulova, 2021). Study conducted by Borst, Kruyen and Lako in 2019 resulted conclusion that PSM is positively related to work engagement, and public organizations can potentially increase work engagement by selecting personnel with high levels of public service motivation (Borst, Kruyen and Lako, 2019). Bakker's work in 2015 demonstrated that PSM controls how public sector employee deal with job demands as well as day-to-day job resources. In other word, highly motivated employees can cope with job demands and prevented fatigue, because they are motivated to actuate job resources to stay engaged and perform well.

Forth finding, the significant indirect effect of career adaptability to employee engagement mediated by public service motivation. Research from Breaugh (2021) stated that job resources leads to higher engagement because resources activate and energize motivational process, which are the source of engagement (Breaugh, 2021). Career adaptability is known as one of job resources. So, Breaugh research was in line with this work, although using different exogen variable.

CONCLUSION

This study elaborated on the connection between career adaptability and employee engagement, with public service motivation as a mediating construct. The results proved the significant effect among the variables involved. This study also incorporated organizational behaviour theory into job demand-resource theory. The limitation of this study lies in the number of organizations involved because only one organization, even though the respondents, came from regional offices spread throughout Indonesia. This work acts as a preliminary study to capture variables that affect employee engagement amongst civil servants in Indonesia. It would be better if this research were reconducted involving more organizations. Finally, it is hoped that the outcomes of this study will have a significant effect on the government that provides public services in terms of providing input to intervene in HR management by increasing the career adaptability of its employees, thus having an impact on increasing public service motivation and employee engagement. The results of this study can also assist HR managers in the public sector in setting minimum standards for career adaptability in recruiting employees.

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