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The Effect of Career Adaptability and Resilience on Employee Performance Through Work Engagement as a Mediation Variable at the Customs and Excise Supervision and Service Office, Type B Madya Pabean Makassar

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ABSTRACT

This study aims to examine and analyze the influence of Career Adaptability and Resilience on Employee Performance, both directly and through Work Engagement as a mediating variable at the Makassar Type B Customs and Excise Supervision and Service Office. The study used a quantitative approach with 126 employees as respondents. Data were collected through questionnaires and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. The results showed that Career Adaptability had a positive but insignificant effect on Employee Performance, so H1 was rejected. Resilience had a positive but insignificant effect on Employee Performance, so H2 was rejected. Work Engagement had a positive and significant effect on Employee Performance, so H3 was accepted. Career Adaptability and Resilience each had a positive and significant effect on Work Engagement, so H4 and H5 were accepted. Furthermore, Work Engagement was proven to positively and significantly mediate the influence of Career Adaptability on Employee Performance and the influence of Resilience on Employee Performance, so H6 and H7 were accepted. Because the direct influence of Career Adaptability and Resilience on Employee Performance is insignificant, while the indirect influence through Work Engagement is significant, Work Engagement acts as a full mediator in both relationships. This finding indicates that Career Adaptability and Resilience are more effective in improving Employee Performance when they are able to encourage the formation of high Work Engagement.

INTRODUCTION

The increasingly dynamic organizational environment demands that government agencies have human resources that are adaptable, resilient, and highly engaged. In public sector organizations, employee performance plays a strategic role because it is related to the effectiveness of task implementation, service quality, achievement of organizational goals, and

public trust in government institutions. Performance reflects not only work results but also individual behaviors that support the achievement of organizational goals, including task completion, contributions to the work environment, and the ability to maintain productive work behaviors (Platania et al., 2023).

The Makassar Type B Customs and Excise Supervision and Service Office (KPPBC) is a work unit of the Directorate General of Customs and Excise that carries out strategic functions in services, supervision, state revenue, and law enforcement in the field of customs and excise. The characteristics of this work require employees to be able to adapt to regulatory changes, technological developments and the digitalization of services, the pressure of achieving targets, and the demands of service to service users. Therefore, sustainable employee performance is a crucial aspect in supporting organizational success.

The organizational achievements of KPPBC Type Madya Pabean B Makassar during 2023–2025 showed positive developments. The Organizational Performance Value increased from 115.99% in 2023 to 116.81% in 2024 and increased again to 119.15% in 2025. The number of Key Performance Indicators achieved also increased from 18 of 20 KPIs in 2023 to all 20 KPIs in 2024 and 2025. In terms of human resource development, the indicator for increasing employee competency also always exceeded the target, with realization of 99.13% in 2023, 98.46% in 2024, and 98.18% in 2025.

These achievements demonstrate the organization's high performance. However, this success also presents challenges in maintaining sustainable performance amid changing tasks, target pressures, technological developments, and the dynamics of customs and excise regulations. Therefore, the relevant issue is not only how to improve low performance but also how to maintain high employee performance by strengthening personal resources and psychological conditions that support work engagement.

Theoretically, the relationship between Career Adaptability, Resilience, Work Engagement, and Employee Performance can be explained through Job Demands-Resources Theory. Bakker and Demerouti (2017) explain that job resources and personal resources can help individuals face job demands and encourage the formation of Work Engagement, which ultimately has positive consequences for performance. In this study, Career Adaptability and Resilience are seen as personal resources that enable employees to face change, pressure, and job demands, while Work Engagement is a psychological mechanism that connects these resources to Employee Performance.

Career adaptability is a psychosocial resource that enables individuals to prepare, adapt, and cope with changes and transitions in their work. Rudolph et al. (2017) demonstrated that career adaptability is related to various work adaptation outcomes, including readiness for change and work performance. In the context of the Makassar B Customs Office (KPPBC), career adaptability is becoming increasingly important as employees face digitalization, policy changes, developments in service and supervisory procedures, and the demands of achieving organizational goals.

Previous research on the influence of career adaptability on performance has yielded mixed results. Pala'langan and Satrya (2023) found that career adaptability positively impacts job performance, both directly and through psychological availability. Hope et al. (2025) also demonstrated that career adaptability has a positive and significant impact on employees' task performance. Conversely, Almahatma et al. (2025) found that career adaptability does not directly impact employee performance, but does have an indirect effect through job satisfaction. This inconsistency suggests that the influence of career adaptability on performance likely requires specific psychological mechanisms to achieve optimal performance.

In addition to career adaptability, resilience is a relevant personal resource in a highly stressful and dynamic work environment. Resilience reflects an individual's ability to remain effective, productive, and maintain a positive psychological state when faced with pressure, uncertainty, and changes in the work environment (Mulyono et al., 2023). Resilient employees tend to be better able to manage stress, maintain emotional stability, bounce back from obstacles, and remain focused on completing tasks.

The relationship between resilience and performance has not shown entirely consistent results. Thai et al. (2024) found that employee resilience significantly influences job performance and can improve performance through work engagement. Le and Le (2024) showed that employee resilience in the service sector provides both direct and indirect benefits to job performance. However, Artha et al. (2025) found that employee resilience did not have a significant direct effect on employee performance, although it did have a significant influence through a mediating mechanism. This difference reinforces the hypothesis that resilience does not always automatically result in higher performance without a psychological process connecting the two.

Work engagement is seen as one mechanism that can explain this relationship. Work engagement is a positive psychological state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Employees with high levels of work engagement tend to exhibit strong work energy, enthusiasm, dedication, and full involvement in carrying out their work. This condition is crucial in public sector organizations because employees are not only required to complete administrative tasks but also to maintain service quality and maintain consistency in achieving organizational targets.

Several studies have shown that work engagement can be a link between personal resources and performance. Chen et al. (2024) found that career adaptability is positively related to work engagement, while Gupta (2019) showed that work engagement can mediate the relationship between career adaptability and work performance. Thai et al. (2024) also found that employee resilience has a positive effect on work engagement and job performance, and that work engagement mediates the relationship between resilience and performance. Borst et al. (2020) showed that work engagement is related to various positive outcomes in the form of attitudes, behaviors, and performance, including in public and semi-public organizations.

Based on the phenomena and results of previous research, there is a research gap in the form of the inconsistent direct influence of Career Adaptability and Resilience on Employee

Performance. Furthermore, further testing is needed regarding the mechanisms explaining how these two personal resources can be translated into performance, particularly through Work Engagement. The contextual gap in this research lies in examining this relationship in customs and excise organizations whose work characteristics include target pressure, regulatory changes, digitalization of services and supervision, and demands to maintain high organizational performance.

The novelty of this research lies in the integrated testing of Career Adaptability and Resilience as personal resources by placing Work Engagement as a mediating variable in explaining Employee Performance at KPPBC Type Madya Pabean B Makassar. The research not only seeks to explain whether individual adaptability and resilience directly result in better performance, but also tests whether these influences work through the formation of vigor, dedication, and absorption in work. Thus, this research provides a perspective that the existence of personal resources does not necessarily directly result in performance if it does not first encourage employee psychological engagement in their work.

To address this gap, the study employed a quantitative approach using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. This approach was used to simultaneously test the direct influence of Career Adaptability and Resilience on Employee Performance, their influence on Work Engagement, the influence of Work Engagement on Employee Performance, and the indirect influence of Career Adaptability and Resilience on Employee Performance through Work Engagement as a mediating variable.

Based on the description, this study aims to test and analyze the influence of Career Adaptability and Resilience on Employee Performance, the influence of Career Adaptability and Resilience on Work Engagement, the influence of Work Engagement on Employee Performance, and the role of Work Engagement in mediating the influence of Career Adaptability and Resilience on Employee Performance at the Makassar Type B Customs and Excise Supervision and Service Office.

RESEARCH METHODS

This study uses a quantitative approach with an explanatory and causal associative approach. This approach is used to explain the causal relationship between Career Adaptability and Resilience as independent variables, Work Engagement as a mediating variable, and Employee Performance as a dependent variable. Data collection was conducted through a survey method using a structured questionnaire.

The research was conducted at the Makassar Type B Customs and Excise Supervision and Service Office, located at Jl. Hatta No. 2, Butung, Wajo District, Makassar City, South Sulawesi. The research took place from July to September 2026.

The study population comprised all Civil Servants at the Makassar B-Type Middle Customs Office (KPPBC). The sampling technique used was saturated or census sampling, where all members of the population were selected as respondents. This technique was chosen because the population size allows for comprehensive research, thus providing a more

comprehensive picture of Career Adaptability, Resilience, Work Engagement, and Employee Performance.

Primary data collection was conducted through a questionnaire designed based on the indicators of each research variable. All statements were presented in positive form and measured using a Likert scale. In addition to the questionnaire, the study also utilized documentation to obtain supporting data regarding the organizational profile, number of employees, and performance achievements of the Makassar Type B Customs Office.

Table 1. Operationalization of research variables

Variables	Definition Operational	Indicator
Career Adaptability (X1)	Ability And readiness employee in face change tasks , regulations , systems work , and demands organization	Career concerns; Career control; Career curiosity; Career confidence
Resilience (X2)	Ability employee For survive , adapt , exploit source power , learning from experience , and still effective when face pressure and change work	Ability adaptability ; ability utilise source power ; ability face pressure And challenge work ; ability Study And develop from experience ; ability maintain effectiveness Work
Work Engagement (Z)	Condition psychological positive marked employee with energy work , dedication , and involvement full in work	Vigor; Dedication; Absorption
Performance Employee (Y)	Behavior And results Work employee in carry out tasks , support achievement objective organization , adapt to changes , and guard behavior Work positive	Implementation task ; contribution to environment work ; ability adaptive ; compliance And behavior Work positive

Data analysis was conducted using descriptive statistics and Structural Equation Modeling–Partial Least Squares (SEM-PLS). Descriptive statistical analysis was used to provide an overview of the respondents' response tendencies on Career Adaptability, Resilience, Work Engagement, and Employee Performance through the average, minimum, and maximum values.

SEM-PLS analysis is conducted through evaluation of the measurement model or outer model, evaluation of the structural model or inner model, hypothesis testing, and mediation testing. The outer model evaluation is used to assess the validity and reliability of indicators through convergent validity, discriminant validity, loading factors, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability.

Inner model evaluation is conducted to assess the relationships between variables in the research model using R-square and path coefficient. R-square is used to determine the ability of independent variables to explain endogenous variables, while the path coefficient is used to determine the direction and strength of the relationship between variables.

Hypothesis testing was conducted using a bootstrapping procedure, taking into account the t-statistic and p-value. The hypothesis was accepted if the t-statistic value was > 1.96 and the p-value was < 0.05 at a 5% significance level. Mediation testing was conducted through an indirect effect to determine the ability of Work Engagement to mediate the influence of Career Adaptability and Resilience on Employee Performance. Work Engagement was declared to have a mediating role if the indirect effect showed a p-value < 0.05.

RESULTS AND DISCUSSION

This study involved 126 employees of the Makassar Type B Customs and Excise Supervision and Service Office. Respondents were predominantly male (100 people) (79.37%), while female (26 people) were female (20.63%). Based on age, the 30–39 and 40–49 year groups were 47 people (37.30%) respectively, 17 people aged ≥50 years (13.49%), and 15 people aged <30 years (11.90%). Based on length of service, the majority of respondents had worked for 10–20 years (58 people) (46.03%), followed by 21–30 years (46.51%). Based on education, the majority of respondents had a Bachelor's degree (S1) (62 people) (49.21%) and a Master's degree (S2) (30 people) (23.81%). These characteristics indicate that most respondents are of productive age, have relatively long work experience, and are supported by an adequate level of education.

Descriptive Analysis of Research Variables

The results of the descriptive analysis show that all research variables are in the very good category.

Table 2. Description of research variables

Variables	Mean	Category
Career Adaptability	4.87	Very Good
Resilience	4.87	Very Good
Work Engagement	4.88	Very Good
Performance Employee	4.90	Very Good

Career Adaptability received an average score of 4.87. The strongest aspect was Career Control, which reflects employee responsibility for career development decisions. The relatively lower aspect was Career Curiosity, specifically the activeness of seeking information about self-development and career opportunities. Nevertheless, all aspects remained in the very good category.

Resilience received an average score of 4.87. The strongest aspect relates to the ability to use work experiences and past difficulties as learning resources. Meanwhile, the ability to maintain task performance when faced with work challenges received a relatively lower score,

but still ranked in the very good category. This indicates that employees have a high ability to adapt, cope with pressure, learn from experience, and maintain work effectiveness.

Work Engagement achieved an average score of 4.88. The highest aspect was absorption, which is deep involvement in carrying out work. Dedication was also strongly demonstrated through the perception that work has significance for employees. This condition indicates that employees have very high energy, dedication, and psychological involvement in their work.

Employee performance received an average score of 4.90, making it the variable with the highest descriptive value. Compliance and positive work behavior were the strongest aspects, while the ability to adapt work methods to new policies, procedures, or conditions received a relatively lower score. Overall, employees were able to carry out their duties, contribute to the work environment, adapt to change, and maintain positive work behavior.

Evaluation of Measurement Model

The measurement model was evaluated using outer loading, Average Variance Extracted (AVE), Heterotrait-Monotrait Ratio (HTMT), Cronbach's Alpha, rho_A, and Composite Reliability. All indicators had outer loadings above 0.70, thus meeting convergent validity.

Table 3. Construct validity and reliability

Variables	Outer Loading	AVE	Cronbach's Alpha	rho_A	Composite Reliability
Career Adaptability	0.775–0.908	0.738	0.880	0.880	0.918
Resilience	0.783–0.896	0.708	0.896	0.902	0.924
Work Engagement	0.856–0.919	0.797	0.873	0.878	0.922
Performance Employee	0.838–0.914	0.799	0.916	0.919	0.941

All AVE values are above 0.50, while Cronbach's Alpha, rho_A, and Composite Reliability of all constructs are above 0.70. Thus, all variables have good convergent validity and reliability. Discriminant validity is also met because the HTMT values between variables are in the range of 0.833–0.893 and all are less than 0.90. These results indicate that Career Adaptability, Resilience, Work Engagement, and Employee Performance are constructs that can be empirically distinguished from each other.

Structural Model Evaluation

Collinearity testing results indicate that all Variance Inflation Factor (VIF) values fall within the range of 2.890–4.033, or less than 5.00. Thus, no collinearity issues were found that could interfere with the structural model estimation.

Table 4. R-Square and Q^2predict Results

Endogenous Variables	R-Square	Adjusted R-Square	Q^2predict	Information

Performance Employee	0.759	0.751	0.612	Strong And own relevance predictive
Work Engagement	0.734	0.728	0.711	Moderate And own relevance predictive

The R-Square value of Employee Performance of 0.759 indicates that 75.9% of the variation in Employee Performance can be explained by Career Adaptability, Resilience, and Work Engagement, while the remaining 24.1% is explained by factors outside the model. Meanwhile, the R-Square value of Work Engagement of 0.734 indicates that Career Adaptability and Resilience are able to explain 73.4% of the variation in Work Engagement.

The Q^2predict value for Employee Performance is 0.612 and Work Engagement is 0.711, both of which are greater than zero. Thus, the model has predictive relevance for both endogenous variables. A larger Q^2predict value for Work Engagement indicates that the model's ability to predict Work Engagement is relatively higher than Employee Performance.

Table 5. Results of effect size (f^2)

Connection Variables	f^2	Category
Career Adaptability → Performance Employee	0.019	Very small
Career Adaptability → Work Engagement	0.395	Big
Resilience → Performance Employee	0.033	Small
Resilience → Work Engagement	0.157	Currently
Work Engagement → Performance Employee	0.420	Big

The effect size results show that Work Engagement provides the largest contribution to Employee Performance with an f^2 of 0.420. Career Adaptability also has a large effect on Work Engagement of 0.395. Conversely, the direct influence of Career Adaptability on Employee Performance has a very small effect size and Resilience on Employee Performance only has a small effect. This pattern indicates that the benefits of Career Adaptability and Resilience on performance are stronger when these two personal resources first form Work Engagement.

Hypothesis Testing

The results of hypothesis testing through bootstrapping are presented in Table 6.

Table 6. Results of hypothesis testing

Hypothesis	Connection Variables	Coefficient	T-Statistics	P-Values	Decision
H1	Career Adaptability → Performance Employee	0.135	1,019	0.308	Rejected
H2	Resilience → Performance Employee	0.163	1,010	0.312	Rejected
H3	Work Engagement → Performance Employee	0.617	4,950	0,000	Accepted

H4	Career Adaptability → Work Engagement	0.551	3,938	0,000	Accepted
H5	Resilience → Work Engagement	0.347	2,627	0.009	Accepted
H6	Career Adaptability → Work Engagement → Performance Employee	0.340	3,189	0.001	Accepted
H7	Resilience → Work Engagement → Performance Employee	0.214	2,394	0.017	Accepted

Of the seven hypotheses tested, five were accepted and two were rejected. Career Adaptability and Resilience did not show a significant direct effect on Employee Performance. Conversely, Work Engagement had a positive and significant effect on Employee Performance. Career Adaptability and Resilience also had a positive and significant effect on Work Engagement. In the indirect relationship, Work Engagement was proven to mediate the influence of Career Adaptability and Resilience on Employee Performance.

The Influence of Career Adaptability on Employee Performance

Career Adaptability has a positive but insignificant effect on Employee Performance with a coefficient of 0.135, T-Statistics of 1.019, and P-Values of 0.308, so H1 is rejected. This finding indicates that increasing employee ability in preparing for future careers, controlling career decisions, exploring development opportunities, and maintaining confidence in facing challenges has not directly resulted in a significant difference in Employee Performance.

These results are further supported by the effect size of 0.019, which is considered very small. Although Career Adaptability and Employee Performance are both in the very good category, high adaptability does not automatically translate into improved work performance. In the context of the Makassar Type B Customs Office, Career Adaptability plays a more personal role, helping employees navigate changes in regulations, technology, and job demands.

These findings align with those of Almahatma et al. (2025), who found that career adaptability does not directly impact employee performance but exerts an influence through mediating variables. Conversely, the study's findings differ from those of Pala'langan and Satrya (2023) and Hope et al. (2025), who found a positive effect of career adaptability on performance. This difference suggests that the influence of career adaptability on performance may depend on the psychological mechanisms underlying the relationship.

From the perspective of Job Demands-Resources Theory, Career Adaptability is a personal resource that can help employees cope with job demands, but this resource does not necessarily directly improve performance. Its benefits can first be realized through a positive psychological state of engagement with work.

The Influence of Resilience on Employee Performance

Resilience has a positive but insignificant effect on Employee Performance with a coefficient of 0.163, T-Statistics of 1.010, and P-Values of 0.312, so H2 is rejected. Thus, the ability of employees to survive, adapt, face pressure, utilize resources, learn from experience, and maintain effectiveness has not been proven to directly improve Employee Performance.

The effect size of this relationship is 0.033, which is considered small. This indicates that resilience functions more as the ability to maintain stability and continuity of work when facing pressure than as a factor that directly improves work performance.

The research results align with Artha et al. (2025), who found that employee resilience does not have a significant direct effect on employee performance, but may exert influence through intermediary mechanisms. However, these findings differ from those of Thai et al. (2024), who found a significant effect of employee resilience on job performance, and Le and Le (2024), who demonstrated the direct and indirect benefits of resilience on job performance.

These differences indicate that resilience's influence on performance can be influenced by job characteristics and organizational context. At the Makassar Type B Customs Office (KPPBC), resilience appears to be more important for maintaining employee psychological well-being, ensuring energy and engagement when facing work pressure.

The Influence of Work Engagement on Employee Performance

Work Engagement has a positive and significant effect on Employee Performance with a coefficient of 0.617, T-Statistics of 4.950, and P-Values <0.001, so H3 is accepted. This coefficient is the largest direct influence on Employee Performance in the research model.

These findings suggest that work energy, dedication, and full engagement are crucial factors in achieving performance. Employees with high vigor are able to exert energy while working, dedication creates a sense of pride and meaning in their work, while absorption encourages concentration and full engagement in completing tasks.

The effect size of 0.420, which is considered large, further confirms the strong role of work engagement in explaining employee performance. The study's findings also align with Borst et al. (2020), which showed that work engagement is associated with various positive organizational outcomes, including employee behavior and performance.

In the context of the Makassar Type B Customs Office (KPPBC), work engagement is crucial because employees face demands for accuracy, regulatory changes, digitalization of work systems, customer service, and organizational targets. High levels of work engagement enable employees to optimize their capabilities in carrying out their duties.

The Influence of Career Adaptability on Work Engagement

Career Adaptability has a positive and significant effect on Work Engagement with a coefficient of 0.551, T-Statistics of 3.938, and P-Values <0.001, so H4 is accepted. The effect size value of 0.395 also indicates that Career Adaptability has a significant effect on Work Engagement.

Employees who are able to prepare for change, take control of their career development, actively explore opportunities, and confidently navigate obstacles are more likely to maintain enthusiasm, dedication, and engagement in their work. Thus, career adaptability is not only the ability to navigate change but also a personal resource that fosters a positive psychological state at work.

This finding aligns with Chen et al. (2024) who demonstrated a positive relationship between Career Adaptability and Work Engagement. In the context of regulatory changes and the development of digital-based work systems, employees' readiness and confidence in facing change enable them to remain energized and fully engaged in their work.

These findings also explain why Career Adaptability doesn't have a significant direct impact on Employee Performance. Its contribution is much stronger on Work Engagement, which in turn serves as a mechanism for improving performance.

The Influence of Resilience on Work Engagement

Resilience has a positive and significant effect on Work Engagement with a coefficient of 0.347, T-Statistics of 2.627, and P-Values of 0.009, so H5 is accepted. The effect size value of 0.157 indicates that Resilience has a moderate effect on Work Engagement.

Employees who are able to persist and adapt when faced with pressure are more likely to maintain their energy, focus, and dedication to their work. The ability to utilize resources, learn from experience, and maintain effectiveness in the face of adversity helps employees stay engaged in their tasks even in challenging work situations.

These findings align with Thai et al. (2024), who showed that employee resilience positively impacts work engagement. These results support the Job Demands-Resources Theory, which suggests that personal resources help individuals maintain a positive psychological state when facing job demands.

Thus, the benefits of resilience for employees are more evident in fostering work engagement than in its direct impact on employee performance. Strengthening resilience can help employees maintain vigor, dedication, and absorption amidst pressure and organizational change.

The Role of Work Engagement in Mediating the Effect of Career Adaptability on Employee Performance

The indirect effect of Career Adaptability on Employee Performance through Work Engagement has a coefficient of 0.340, T-Statistics of 3.189, and P-Values of 0.001. Thus, H6 is accepted and Work Engagement is proven to be able to mediate the effect of Career Adaptability on Employee Performance.

Career Adaptability does not have a significant direct effect on Employee Performance, but it does have a significant effect on Work Engagement. Work Engagement, in turn, has a significant effect on Employee Performance. This pattern indicates that Work Engagement acts as a full mediator (indirect-only mediation).

These findings suggest that career adaptability alone isn't enough to improve performance if it's simply the ability to deal with change. Career adaptability will have a more tangible impact when employees' readiness, control, curiosity, and self-confidence foster high levels of energy, dedication, and engagement in their work.

These results are in line with Gupta (2019) who showed that Work Engagement is able to mediate the relationship between Career Adaptability and Work Performance and are reinforced by Chen et al. (2024) who found a positive relationship between Career Adaptability and Work Engagement.

Theoretically, these findings support Job Demands-Resources Theory. Career Adaptability, as a personal resource, increases engagement with work, while Work Engagement is a psychological state that is more closely linked to motivating employees to exert optimal effort and achieve better performance.

The Role of Work Engagement in Mediating the Effect of Resilience on Employee Performance

The indirect effect of Resilience on Employee Performance through Work Engagement shows a coefficient of 0.214, T-Statistics of 2.394, and P-Values of 0.017. Thus, H7 is accepted and Work Engagement is proven to mediate the effect of Resilience on Employee Performance.

Because the direct influence of Resilience on Employee Performance is not significant, while the influence of Resilience on Work Engagement and Work Engagement on Employee Performance is significant, Work Engagement acts as a full mediation (indirect-only mediation).

These findings suggest that the ability to withstand pressure does not automatically improve work performance. Resilience first helps employees maintain energy, enthusiasm, concentration, and dedication when facing work demands. This then fosters work engagement, which in turn motivates employees to exert greater effort in carrying out their duties.

This finding is in line with Thai et al. (2024) who showed that employee resilience has a positive effect on work engagement and job performance and that work engagement is able to mediate the relationship between employee resilience and job performance.

Overall, the study shows that Work Engagement is the primary mechanism linking Career Adaptability and Resilience to Employee Performance. Career Adaptability and Resilience are important personal resources, but their benefits to performance are more effective when they successfully generate high levels of energy, dedication, and work engagement. These findings emphasize the importance of Work Engagement in maintaining sustainable employee performance in the dynamic and demanding environment of KPPBC Tipe Madya Pabean B Makassar.

CONCLUSION AND SUGGESTIONS

Conclusion

The results of the study indicate that Career Adaptability and Resilience have a positive influence on Employee Performance at KPPBC Type Madya Pabean B Makassar, but the direct influence of both is not significant. Thus, the ability of employees to prepare for their future careers, control career development, explore opportunities, face pressure, adapt to change, and maintain work effectiveness has not been directly able to significantly improve Employee Performance. Therefore, H1 and H2 are rejected.

Work Engagement has been shown to have a positive and significant effect on Employee Performance. The higher an employee's energy, dedication, and involvement in their work, the higher their Employee Performance, thus H3 is accepted. Career Adaptability also has a positive and significant effect on Work Engagement, indicating that career adaptability can increase employee energy, dedication, and involvement in their work. Thus, H4 is accepted. Resilience also has a positive and significant effect on Work Engagement, indicating that employees' ability to survive and adapt to work pressures and changes can strengthen their attachment to their work. Therefore, H5 is accepted. CHAPTER V

Work Engagement is proven to be able to positively and significantly mediate the influence of Career Adaptability on Employee Performance. Because the direct influence of Career Adaptability on Employee Performance is not significant, while the indirect influence through Work Engagement is significant, Work Engagement acts as a full mediation or indirect-only mediation. Thus, H6 is accepted. The same pattern also occurs in the relationship between Resilience and Employee Performance. Resilience does not have a significant direct influence on Employee Performance, but it does have a significant influence when channeled through Work Engagement. Thus, Work Engagement also acts as a full mediator in this relationship and H7 is accepted.

Overall, the research results confirm that Work Engagement is an important mechanism linking Career Adaptability and Resilience with Employee Performance. Career Adaptability and Resilience as personal resources are not sufficient to directly improve performance, but both become more effective when they are able to form high energy, dedication, and involvement in work. This finding has implications that improving employee performance at KPPBC Type Madya Pabean B Makassar needs to be done by integrating the development of career adaptability and employee resilience with efforts to strengthen Work Engagement.

Suggestion

KPPBC Type Madya Pabean B Makassar needs to make Work Engagement one of the main concerns in human resource management because this variable has been proven to have a positive and significant influence on Employee Performance and is a full mediator in the relationship between Career Adaptability and Resilience on Employee Performance. Strengthening Work Engagement can be done by increasing employee participation space, strengthening the meaning of work, providing rewards for contributions, increasing leadership support, and creating a work environment that is able to maintain employee energy, dedication, and involvement.

Career adaptability needs to be continuously developed through career development programs, relevant training for job changes, job rotation or enrichment, coaching, mentoring, and providing information on competency and career development opportunities. Particular attention should be paid to career curiosity, particularly employee engagement in seeking information on self-development and career opportunities, as this aspect received relatively lower ratings than other aspects of career adaptability.

Employee resilience also needs to be continuously strengthened through stress management training, improved problem-solving skills, support among employees, enhanced teamwork, and the creation of a supportive work environment for employees facing changes and job demands. Organizations also need to provide responsive support when there are increased workloads, regulatory changes, or changes to work systems so that employees can maintain their effectiveness and engagement with their jobs.

Developing career adaptability and resilience should not be done separately from strategies to increase work engagement. Employee development programs need to be designed to translate employee adaptability and resilience into greater energy, dedication, engagement, and work contribution. With this approach, the benefits of career adaptability and resilience on employee performance can be maximized.

The scope of this research focuses on employees of KPPBC Type Madya Pabean B Makassar with a model involving Career Adaptability, Resilience, Work Engagement, and Employee Performance. Future research can develop the model by including other relevant variables, such as Perceived Organizational Support, leadership, work motivation, job resources, psychological capital, job satisfaction, or work environment characteristics. Subsequent research can also be conducted in different agencies or organizations to test the consistency of the relationship patterns between variables in a broader organizational context.

BIBLIOGRAPHY

For Deddi Filo Ginting's article, the bibliography should be more concise than the thesis version and focused on references that truly support Career Adaptability, Resilience, Work Engagement, Employee Performance, Job Demands-Resources Theory, and SEM-PLS. The following is a version that better aligns with the JURNAL ECONOMINA template.

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