

# The Role of Employee Well-Being and Work Resilience in Supporting Career Satisfaction

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## ABSTRACT

*This research aims to examine career experience and employee well-being influence work resilience, to increase career satisfaction in a company in the electricity sector in Indonesia. This organisation has its own business process that involves many entities through a Finance Lease Agreement. Through the use of quantitative analysis with stratified random sampling techniques, a total of 93 participants were obtained which were considered to represent a sample of the entire organization. The empirical model was evaluated using the Smart PLS Program to verify the significance of the external model and its internal model. Research findings show that employee well-being has a direct impact on job resilience which in turn increasing career satisfaction. However, we found that career experience did not influence work resilience. This research used Conservation of Resource Theory (Hobfoll, 1989) and Career Development Theory (Supers, 1957) as theoretical framework. The combination of these two theories explains that managed and adapted resources, according to The COR theory, can become the basis for individual career growth and adaptation, in line with the Supers career development principle. These findings indicate a lack of support for the expected relationship between career experience and job resilience, as suggested by Khan's (2017) previous research and its two hypotheses. This gap challenges previous research that found a positive and significant influence of career experience on job resilience. Organizations must assess how initiatives or tactics increase employee resilience to increase career satisfaction.*

**Keywords:** Career satisfaction, Career experience, COR, Employee wellbeing, Work Resilience.

## 1.0 INTRODUCTION

Career management in a company with a unique business concept which involves the roles of various entities such as Asset Owner, Asset Manager, and Asset Operators within the same entity are often more complex. In practice, employees are faced with additional challenges besides conventional aspects such as promotions and salaries. The career management slogan that once read "from lifetime employment to

lifetime employability" has changed due to intense global competition and rapid changes in technology, mergers, acquisitions, restructuring, organizational cuts, and downsizing (Baruch, 2006). Feldman (2000) states that in the traditional employer-employee relationship model, employees commit to the organization by providing hard work in exchange for training, job stability, and chances for promotion. The employee-employer psychological relationship fosters a lasting reciprocal involvement between individuals and businesses. Employers no longer provide job stability, therefore workers must rely on employability instead (Ghoshal et al., 1999; Schyns et al., 2007).

During multiple discussions with employees at this organization, it was discovered that many expressed concerns about their future career advancement. Some individuals expressed doubt about the potential for advancement within this organization. This perspective is derived from candid discussions that reflect the opinions of people from different levels and areas/departments. The quantity of available job openings is restricted, and talent movement is limited due to the distinctiveness of current company procedures. Similar occurrences affect additional entities within the Asset Owner and Asset Operator.

To answer the phenomenon that occurs in an entity with unique and specific business processes in monitoring finance lease agreements which need to be synchronized with centralized policies from the head office (holding) so that limited opportunities for employee transfers, promotions and rotation will gradually create the potential for burnout at work, and stagnant careers, lack of challenges which will certainly affect the resilience of existing employees. The condition of employee wellbeing will also influence the level of resilience because the existing community consists of several entities and several resource management systems in each entity. The terms well-being and work resilience are consistently associated with each other in the organizational psychology literature and are often used interchangeably. For example, sustainable well-being involves positive thinking styles and responses as well as resilience (Fredrickson, Tugade, Waugh, & Larkin, 2003).

Mguni, et al (2009) conducted research on the correlation between resilience and wellbeing. Their findings revealed a paradox where there is a positive relationship between wellbeing and resilience. However, the results also indicated the existence of groups with low wellbeing but high resilience, as well as groups with high wellbeing but low resilience.

So this research aims to discuss the influence of employee wellbeing and career experience on work resilience which will ultimately lead to the level of career satisfaction. Asset Manager who are currently carrying out their duties certainly have their own challenges compared to other holding and subholding business units, so stronger work resilience conditions are certainly needed to increase career satisfaction in overseeing the running of existing business processes until the end of the next few years.

## **2.0 LITERATURE REVIEW**

### **2.1 Conservation of Resources (COR) Theory**

Resource conservation theory is a model that can help understand the relationship between resilience and wellbeing. This theory was developed by Hobfoll (1989) and is based on how people respond to and resist major changes and stress. Hobfoll emphasized two things about resilience. First, resilience is an individual's ability to withstand the negative consequences of stressful and even traumatic changes. Second, individuals can remain assertive even when facing significant difficulties in their lives (Hobfoll, 2012). Holmgren et al (2017) define the two main principles of COR theory as follows: The principle of the primacy of resource loss, that loss of resources is disproportionately more prominent than gaining resources. The principle of resource investment, that it is necessary to invest resources to protect against loss of resources, recover from losses, and gain resources.

COR theory explains the importance of proactive behaviours that enhance resilience. Training in general coping skills can be beneficial after experiencing resource loss. COR theory helps clarify the importance of employee engagement by enabling employees to prioritise certain resources for protection during challenging circumstances. According to COR theory, preventing resource loss or reducing its impact can be a very effective intervention method because to the theory's emphasis on the greater impact of resource loss compared to resource gain (Hobfoll and Lilly 1993). COR theory also explains the value of proactive resilience-enhancing practices. For example, training in general coping skills may provide benefits following the loss of resources. Likewise, COR theory helps explain the value of employee engagement, to the extent that such engagement allows employees to prioritize certain resources for preservation under adverse conditions. Given that COR theory states that resource loss has a more acute impact than resource

gain, protecting against resource loss or minimizing its impact offers a potentially powerful intervention strategy (Hobfoll and Lilly 1993).

## 2.2 Super's Career Development Theory

Super's career development theory was first put forward by Donald Super (1957). This theory has undergone development and adaptation, but the basic concepts remain relevant in the field of career development today. Super's career development theory is based on the concept that career development is a continuous and complex process, which is influenced by internal and external factors of the individual. The key components of the Super Career Development Theory include the Life-Span Perspective, Life Roles, Career Stages, and Career Adaptability. Overall, Super Career Development Theory provides a comprehensive framework for understanding the complex process of career development.

Career Supers highlights the significance of exploring and adapting throughout one's career journey. Diverse employment experiences that offer growth and learning opportunities can lead to a fulfilling career. Career satisfaction within Career Supers is the outcome of sustainable career growth, purposeful discovery, and accomplishing goals aligned with personal vision. People who undergo this development and achievement may find greater fulfilment in their professional lives. Super Career growth Theory offers a thorough framework for comprehending the intricate process of career growth. It emphasises the complex relationships among personal traits, societal pressures, and external circumstances in influencing professional decisions and results. This hypothesis has significantly impacted the domains of career counselling, human resources, and organisational development.

Integration of the two theories may involve understanding that resources managed and maintained according to Hobfoll's COR theory can become the foundation for growth and adaptation throughout a career, by the principles of Career Supers. The use of resources for exploration, learning, and adaptation can be a key element in supporting both resilience and career satisfaction. Through an integrated approach, individuals can manage their resources to achieve work resilience, employee well-being, a satisfying career experience, and ultimately, sustainable career satisfaction.

Career satisfaction is a person's enduring contentment with their career, influenced by things including compensation, accomplishments, and growth possibilities. Job satisfaction is assessed by evaluating an individual's confidence in their job advancement aligning with their goals, values, and preferences (Barnett & Bradley, 2007). Career satisfaction can be assessed using indicators adapted from Greenhaus et al. (1990), which encompass satisfaction with attained success and contentment with the advancement made towards achieving higher work-related goals.

According to Lyons, et al. (2014), strong resilience acts as a mediator between individual career variables and career satisfaction. Resilience is positively correlated with career satisfaction, suggesting that developing resilience could be an effective intervention to enhance individual satisfaction with their careers. Srivastava (2020) confirms prior research indicating a positive correlation between resilience and career satisfaction. Moreover, Althof and Fachrunnisa (2022); Septianingsih and Fachrunnisa (2021) indicate that meaning of work, career of calling and activities in social media as well as personal branding can foster career success among the millennial generation. This finding aligns with multiple studies that have also observed the role of organisational identification in bolstering the relationship between resilience and career satisfaction within various industries. Additional studies support the notion that individuals who possess resilience are more equipped to confront the dynamic nature of the modern workplace (Shin, Taylor, & Seo, 2012; Tugade & Fredrickson, 2004). Moreover, Tugade and Fredrickson (2004) and Wanberg and Banas (2000) elaborate on the idea that resilient individuals are better prepared to adapt to workplace changes.

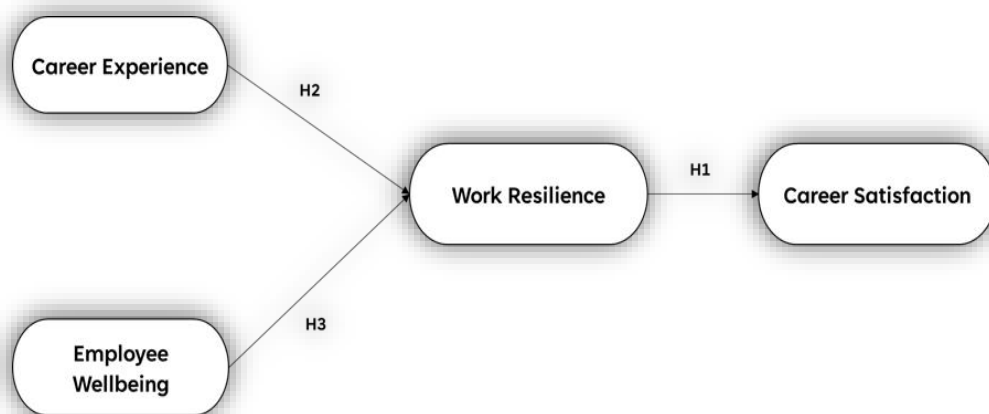
It has been argued that resilience developed through HRM practices should reflect employees' ability to develop skills and survive and succeed in adverse and volatile situations (Avey, Wernsing, & Luthans, 2008; Avey et al., 2009; Bustinza et al., 2016; Coutu, 2002). It is also important to highlight the relevance of this research context and the nuances that a rich qualitative study can bring in theory building concerning HRM practices that help develop employee resilience capabilities. Overall, the implication of these findings for practitioners is that the careful design and implementation of a 'set' of human resource practices will result in a better work environment, leading to the development of a more resilient workforce Khan (2017). So it can be concluded that human resources who have developed skills and knowledge in their careers will have stronger resilience.

Some researchers have suggested that the resilience cultivated by HRM methods should demonstrate employees' capacity to acquire skills and thrive in challenging and unpredictable circumstances (Avey, Wernsing, & Luthans, 2008; Avey et al., 2009; Bustinza et al., 2016; Coutu, 2002). This will ultimately create a more favourable work environment and foster the growth of a more resilient workforce (Khan, 2017). Therefore, it may be inferred that human resources that have cultivated expertise and knowledge in their respective fields will possess greater resilience.

Wellbeing and resilience are crucial for improving problem-solving abilities, fostering interpersonal relationships, and establishing achievable goals, ultimately boosting an individual's performance and meaningful contribution to their work. Denovan, et al (2017) found that resilience is strongly linked to well-being and personal growth. Enhancing resilience in individuals can facilitate their transition into the optimal state envisioned by positive psychology.

Organisations have become increasingly interested in psychological capital and resilience due to a recent shift in work-life policies prioritising employee health and wellbeing (Youssef and Luthans 2007). Research has indicated that implementing practices that enhance health and work-life balance can boost employee resilience. This, in turn, has been found to positively impact employee engagement and performance, as demonstrated by studies such as the one conducted by Wood and de Menezes in 2010. Siebert (2006) conducted research that aligns with other studies and provides practical recommendations for enhancing resilience in the workplace. These recommendations include promoting employee health and well-being, fostering positive emotions, prioritising problem-solving approaches, encouraging self-directed learning, and balancing positive and negative experiences.

Based on the literature review and developed hypotheses, the empirical research models are presented in Figure 1 This model explains that efforts to enhance career satisfaction can be triggered by strengthening work resilience, which can be manifested through career experience and employee well-being as suggested by the COR Theory and Career Supers Theory.



**Figure 1: Research Model**

H1: There is a positive relationship between work resilience and career satisfaction.

H2: There is a positive relationship between career experience improves and work resilience

H3: Employee wellbeing will influence work resilience.

### 3.0 METHODOLOGY

This research is quantitative research with an explanatory approach, namely a type of research that tests previous hypotheses and emphasizes causal relationships between research variables using Partial Least Square (PLS). This research was conducted on Asset Manager, Asset Owner, and Asset Operators with a total of 6 company entities in electrical state company, Indonesia. Based on the existing population, the Stratified Random Sampling Technique was used with a total of 93 respondents. This technique is used in situations where the population is not homogeneous and disproportionate (Sugiyono, 2018).

### 3.1 Description of Variable and Measurement

Respondents' perceptions of research variables can be used to produce index numbers using the Three Box Method (Ferdinand, 2014). The number represented starts from 1 to 7 which is then used to understand the index value: 14.28 - 42.85 = Low, 42.86 - 71.43 = Medium, 71.44 - 100.00 = High.

### 3.2 Career satisfaction

We defined career satisfaction as a positive attitude and pride in individual career achievements in the workplace. Career satisfaction is measured by assessing an individual's level of confidence in the progress of their career, which aligns with their goals, values, and preferences (Barnett & Bradley, 2007), and also can be measured using modified indicators from Greenhaus et al. (1990), which encompass satisfaction with achieved success and satisfaction with progress made towards achieving better job-related goals. We measured this variable by using the following 6 indicators: satisfaction with career success, satisfaction with career achievements, satisfaction with the quality of performance achieved, satisfaction with career development, satisfaction with intrinsic factors, and satisfaction with extrinsic factors.

**Table 1: Results of the Career Satisfaction (CS) from Respondents**

No	Indicator	Score							Index	Remark
		1	2	3	4	5	6	7		
1	CS1	0	0	0	0	12,0	46.24	40.86	89.71	High
2	CS2	0	0	0	6.45	16.13	44.09	33.33	86.33	High
3	CS3	0	0	0	1.08	10,75	46.24	41.94	89.86	High
4	CS4	0	0	0	4.30	1.05	38.71	41.94	88.33	High
5	CS5	0	0	0	2.15	15.5	48.39	34.41	87.86	High
6	CS6	0	0	0	2.15	21.51	40.86	35.48	87.10	High
<b>Average Index</b>									88.20	High

With an average score of 88.20, the majority of respondents gave a very good assessment of job satisfaction, as shown by the results of the respondents' answers, which can be seen in Table 1. A high average value indicates that the respondents currently have a good sense of job satisfaction. The CS3 indicator, satisfaction with the quality of performance achieved, shows the highest indicator. These results indicate that the majority of respondents were satisfied with the quality of the work they did.

### 3.3 Work resilience

We defined work resilience as an individual's strength to face challenges at work by optimizing their skills, knowledge and positive work attitudes. It can also be concluded as an individual's strength to recover from difficult life experiences and the ability to return to the skills and behavior that existed before the stressful event (Garmezy, 1991). The process of confronting sources of stress, change, difficulty, or opportunity results in identifying, strengthening and enrichment of characteristic strengths or protective factors (Richardson, 2002). It measures the ability to cope with stress and, as such, may be an important target for treatment in anxiety, depression, and stress reactions (Connor & Davidson, 2003). We utilised 7 indicators to measure such as emotional control, optimistic attitude, and problem-solving ability, empathy, self-efficacy, job performance, desire for social interaction.

**Table 2: Results of the Work Resilience (WR) from Respondents**

No	Indicator	Score							Index	Remark
		1	2	3	4	5	6	7		
1	WR1	0	0	0	1.08	8.60	51.61	38.71	89.71	High
2	WR2	0	0	0	1.08	11.83	52.69	34.41	88.63	High
3	WR3	0	0	0	2.15	10.75	40.86	46.24	90.7	High
4	WR4	0	0	0	5.38	16.13	39.78	38.71	87.40	High
5	WR5	0	0	0	0.00	8.60	40.86	50.54	91.71	High
6	WR6	0	0	0	0.00	7.53	46.24	46.24	91.24	High
7	WR7	0	0	0	0.00	5.38	47.31	47.31	91.71	High
<b>Average Index</b>									90.08	High

Table 2 shows the results of respondents' answers, which show that the majority of respondents gave a very good assessment of work resilience, with an average score of 90.08, which shows that respondents have good work resilience. Indicators WR5 and WR7, self-efficacy and desire to socialize, show the highest indicators. These results mean that the majority of respondents feel that they have confidence in being able to complete tasks at work with the best quality and being able to adapt to dynamic workplace conditions.

### 3.4 Employee Wellbeing

We define as the state of a person who can support himself at work by feeling content and happy, having low-stress levels, being in good bodily and mental health, and having a high-quality work-life balance. According to Park, Peterson, and Seligman (2004), employees who have high levels of wellbeing are more likely to be content with their work and frequently feel pleasant emotions while seldom experiencing negative emotions. This can engender feelings of euphoria, hence yielding commendable work outcomes. We measured this variable by using 5 indicators such as satisfaction and happiness at work, the role of superiors at work, achievement at work, involvement with others, comfortable with self and, positive emotions.

**Table 3: Results of the Employee Wellbeing (EW) from Respondents**

No	Indicator	Score							Index	Remark
		1	2	3	4	5	6	7		
1	EW1	0	0	0	0.00	9.68	44.09	46.24	90.94	High
2	EW2	0	0	0	4.30	12.90	44.09	38.71	88.17	High
3	EW3	0	0	0	0.00	9.68	45.16	45.16	90.78	High
4	EW4	0	0	0	0.00	6.45	32.26	61.29	93.55	High
5	EW5	0	0	0	2.15	13.98	40.86	43.01	89.25	High
<b>Average Index</b>									90.54	<b>High</b>

With an average score of 90.54, the majority of respondents gave a very good assessment of employee wellbeing, as shown by the results of the respondents' answers, which can be seen in Table 3. This average value shows that employees' perceptions of employee wellbeing are currently good. The EW1 indicator, satisfaction and happiness at work, shows the highest indicator. This shows that the majority of people who answered showed satisfaction and happiness at work.

### 3.5 Career Experience

For optimum self-development, we define career experience as an opportunity to enhance knowledge and work abilities. Bardoel, et al (2014) examined the significance of resilience in HRM practices, specifically in relation to career experience through activities such as cross-sector/department team-based work assignments, tour of duty opportunities with horizontal job enlargement and vertical job enrichment, and development and training for competencies and capabilities. We measured this variable by using 5 indicators: transfer and promotion opportunity, training and competency development, open career opportunities, opportunities to increase experience for career advancement, and support from management.

**Table 4: Results of the Career Experience (CE) from Respondents**

No	Indicator	Score							Index	Remark
		1	2	3	4	5	6	7		
1	CE1	0	0	0	9.68	18.28	31.18	40.86	86.18	High
2	CE2	0	0	1.8	5.38	17.20	43.01	33.33	86.02	High
3	CE3	0	0	0	4.30	16.13	41.94	37.63	87.56	High
4	CE4	0	0	0	2.15	13.98	45.16	38.71	88.63	High
5	CE5	0	0	0	8.60	24.73	34.41	32.26	84.33	High
<b>Average Index</b>									86.54	<b>High</b>

With an average score of 86.54, the majority of respondents gave a high assessment of their work experience, indicating that they felt that their career experience had gone well. The results of respondents' answers can be seen in Table 4, The CE4 indicator shows the highest indicator level, namely the opportunity to increase experience for career advancement. This result means that the majority of respondents felt they had the opportunity to increase their capabilities and assignment experience.

#### 4.0 RESULT AND DISCUSSION

The survey was conducted on 93 respondents based on parameters such as, gender, age, work tenure, type of position, company entity, and level of education and can be seen in table 5 below.

**Table 5: Demographics of Respondents**

Number of Samples	Total	Percentage	Number of Samples	Total	Percentage
	93	100%		93	100%
<b>Gender</b>			<b>Company entity</b>		
❖ Male	85	91%	Company A	25	27%
❖ Female	8	9%	Company B	5	5%
<b>Age</b>			Company C	28	30%
❖ 20-30	8	9%	Company D	25	27%
❖ 30-40	29	31%	Company E	5	5%
❖ 40-50	48	52%	Company F	5	5%
❖ >50	8	9%	<b>Level of Education</b>		
<b>Work tenure</b>			High school	8	9%
<3 years	8	9%	Diploma	9	10%
>3 years	85	91%	Bachelor's Degree	63	68%
<b>Type of Position</b>			Master's Degree	13	14%
❖ Structural	76	82%	Doctorate Degree	0	0
❖ Non Structural	17	18%			

#### 4.1 Model Measurement

Table 6 shows that the outer model measurement determines how to measure the latent variables. It evaluates the outer model by testing the internal consistency reliability (Cronbach alpha and composite reliability), convergent validity (indicator reliability and AVE), and discriminant validity (Ghozali dan Latan, 2015).

**Table 6: Model Measurement**

No	Variabel	Cronbach's Alpha	Composite Reliability	AVE	Validity
1	Work Resilience (WR)	0.902	0.924	0.638	valid
2	Employee Wellbeing (EW)	0.869	0.905	0.658	valid
3	Career Experience (CE)	0.878	0.909	0.669	valid
4	Career Satisfaction (CS)	0.923	0.940	0.724	valid

The test results in Table 6 show that the instrument used has high consistency and stability, with a value for each variable above 0.7 on Composite Reliability and Cronbach's Alpha. In other words, all constructs or variables in this research have appropriate measuring instruments, and all questions used to measure each construct have high reliability.

The amount of variance or diversity of manifest variables that can be contained by a latent construct can be described by the Average Variance Extracted (AVE) value. Convergent Validity is good with an AVE (Average Variance Extracted) value of 0.5. This shows that more than 50% of the variation in indicators can be explained by latent variables. The Average Variance Extracted (AVE) criteria stipulates that each variable must have an AVE value above 0.50 (Haryono, 2017). The test results shown in Table 6 show that all these variables have good validity.

**Table 7: R Square Measurement**

Variables	R Square
Career Satisfaction	0.502
Work Resilience	0.720

Based on the measurement results from Table 7 above, it can be concluded that the influence is strong for work resilience and medium career satisfaction. The R Square value of the work resilience variable is 0.720 (72%), which shows that the contribution of the influence of the career experience and employee wellbeing variables to work resilience is 72%, and the R Square Value of the Career Satisfaction variable is 50.2%

which is the contribution of the Work variable Resilience, while the rest is explained by other variables outside the model studied.

#### 4.2 Hypothesis Testing

The hypotheses were tested by using the bootstrapping method in the Path Coefficients table. Ghozali and Latan (2015) explained that if the significant value (p-value) is  $<0.05$ , a significant value is 5%, and if the t-statistic value is  $> 1.96$  then the path coefficient is significant.

**Table 8: Hypothesis Test Result**

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Hypothesis Test Result
H1: WR -> CS	0.708	0.712	0.059	12.103	0.000	Supported
H2: CE -> WR	-0.010	-0.002	0.084	0.113	0.910	Not Supported
H3: EW ->WR	0.855	0.853	0.062	13.767	0.000	Supported

Note: Career Experience (CE), Career Satisfaction (CS), Employee Wellbeing (EW), Work Resilience (WR)

#### 4.3 Hypothesis Test Results

The first hypothesis of this research is that career satisfaction will increase with a higher level of work resilience. Table 8 shows the results of path coefficient measurements, which show that the relationship between the variables work resilience and career satisfaction has a P value  $< 0.05$  (0.000) and a statistical value  $t > 1.96$  (12.103), so  $H_0$  is rejected. Based on the respondents' answers obtained from the questionnaire, it shows confidence in being able to complete tasks in the workplace with the best quality while the respondents have the ability to adapt well to dynamic workplace conditions. This condition is also indicated by the indicators in the career satisfaction variable, where the highest is a feeling of satisfaction with the quality of the work that has been done. Therefore, it is hoped that every employee, whether in a structural or non-structural position, has the ability to strengthen work resilience so that they will be better prepared to face the challenges that exist in their respective jobs by optimizing the skills, knowledge they have acquired during their career and supported by their attitude. work positively so that in the end you will be able to contribute optimally to your company and enjoy every stage of your career journey with optimism.

This is in accordance with research conducted by Seibert, Kraimer, & Crant (2001), which suggests that career satisfaction is the result of a person's career journey, performance achievements, and the ability to solve problems related to individual goals and aspirations towards job satisfaction. Career satisfaction is also closely related to the extent to which the career journey, performance achievements and problem solving are in accordance with the individual's goals and aspirations. Other research that supports Hypothesis 1 includes Lyons et al. (2014) which shows that individuals who have a high level of career resilience tend to have a higher level of career satisfaction. Furthermore, research conducted by Shin, Taylor, and Seo (2012) and Tugade and Fredrickson (2004) confirms the relationship between resilience and readiness. individuals to face dynamics in the work environment, as well as findings from research conducted by Srivastava (2020), which strengthens previous findings that resilience is positively correlated with career satisfaction while providing additional evidence that individuals who have a high level of resilience tend to have a higher level of career satisfaction. tall. The results are consistent with previous research which has shown that the ability to overcome challenges, adapt to change, and remain persistent amidst stress can contribute to individuals' positive perceptions of progress and success in their careers. The initial sample coefficient value (O) is positive at 0.708, which shows that there is a positive influence, which means that if work resilience increases, career satisfaction will also increase, so Hypothesis 1 is accepted. Therefore, H1 which states that career satisfaction is influenced by work resilience is supported.

Hypothesis 2 stated that better career experience will produce good work resilience. The measurement results show that the relationship between the career experience and work resilience variables has a P value greater than 0.05 (0.910) and a t statistical value lower than 1.96 (0.113). The initial sample coefficient value (O) is negative at -0.010, which indicates that career experience has a negative influence on work resilience, so Hypothesis 2 is rejected.



A negative influence value indicates an incongruence in the relationship between career experience and work resilience. In fact, the respondents' answers to career satisfaction indicators all show a high average index (86.54), which means that employees actually feel that the opportunity to enrich their work knowledge and skills for self-development has gone well through tour of duty activities such as position promotions, vertical and horizontal development, training and competency development, open career opportunities, increasing capabilities and assignment experience as well as support from management regarding career paths.

However, statistical analysis shows that there is no significant relationship between career experience and work resilience in the sample studied. Even though respondents gave high ratings to these two dimensions, empirical findings show that there is not sufficient evidence to support the influence of career experience on work resilience in this context. Careers and work environments can differ significantly between specific industries or sectors. It is possibly be caused by the following explanation:

- i. If we refer to COR theory, there is an expectation that organizations can increase work resilience by providing resources, including career experience. However, the results of this research show a discrepancy with these expectations, it appears that the relationship between organizational resources, such as career experience, does not correlate with support and work resilience. Most likely this condition is caused because work resilience is a personal (intrinsic) attribute possessed by each individual, while career experience as a trigger in this case comes from resources that are part of the organization (organizational resources). A more precise measurement of work resilience can be done by prioritizing extrinsic factors, such as: "I am ready to provide support to the company's transformation program to increase the reliability and efficiency of electricity supply.", or another example "I am committed to the successful implementation of a culture of innovation and knowledge sharing in the company .", and others.
- ii. According to Donald Super's Career Theory, career adaptability plays an important role in helping a person's career progress. One form of career adaptability is a person's ability to adjust to changes in their workplace, which allows them to become tougher and more flexible in facing challenges that arise in their work environment, and the concept of work resilience reflects this. However, the findings in this study differ from those described above. This is possible because the measurement of work resilience in this research only focuses on the work or challenges being faced by each individual, not in the context of a person's ability to have the ability to adapt to support their overall career journey. In addition, the type of work available in each organization may also contribute to the results obtained. Therefore, in Super Career Theory, the relationship between career adaptation and work resilience becomes irrelevant.

Case studies or thorough interviews can help understand more complex variables that may influence the relationship between the two variables. This was done to prevent self-response bias in survey research (Podsakoff et al., 2003). Work experience on job resilience may have a greater impact over a longer period of time. Studies that only look at brief measures of these two variables may not be able to identify the long-term influence of work experience on job resilience. In addition, is it possible that there are moderating or mediating variables that influence the relationship between work experience and job resilience? For example, social support variables or a person's personality can moderate the relationship between work experience and job resilience; The strength and significance of the relationship between the two would provide opportunities for further research if these variables were not included in the analysis model, resulting in the rejection of Hypothesis 2.

Hypothesis 3 stated that employee wellbeing will be related to work resilience. The measurement results show that the P value is  $<0.05$  (0.000) and the t statistical value is more than 1.96 (13.767). The initial sample coefficient value (O) is positive at 0.855, which indicates that better employee wellbeing will strengthen work resilience, so Hypothesis 3 is supported. Of course, this will have a very positive impact on employees and also the company because if resilience becomes stronger it will certainly support employee satisfaction in carrying out their careers and ultimately maximum contribution to the company with increasing performance. This is in line with the research findings of Youssef and Luthans (2007), which emphasize the importance of psychological capital. and resilience in the context of a changing and often challenging work environment. They show that strengthening employees' psychological capital and resilience can improve their performance, resilience, and job satisfaction. Next, other research that strengthens the acceptance of Hypothesis 3 is Wood and de Menezes (2010) highlighting that by paying

attention to work-life balance and employee wellbeing, organizations can strengthen individual resilience, increase employee performance and commitment, and create a more productive and sustainable work environment. Furthermore, research conducted by Siebert (2006) provides practical guidelines for strengthening resilience in the workplace, one of the key aspects of which is support for employee health and wellbeing.

#### **4.4 Managerial Implications**

The importance of work resilience in supporting employees' career journeys to achieve career satisfaction has significant implications that have been demonstrated in this research. Another important thing is the finding that employee well-being has been proven to have a significant positive influence on work resilience. Top Management from each organizational entity, especially HR Managers, needs to consider how programs or strategies strengthen employee work resilience so that they can be more productive, motivated and satisfied in their careers and contribute to achieving organizational goals.

Several programs that can be implemented by organizations to strengthen work resilience while increasing employee wellbeing include: providing facilities and programs for employee health to improve fitness and overcome anxiety/stress in the workplace. In addition, it is important to maintain a balance between personal life and work, which is also known as work-life balance. They can develop policies that support work time flexibility and reduce stress that may arise from work demands. There is also a program in the form of counselling services to support employee mental health. Rewards and appreciation programs to appreciate the contributions of individuals and groups of employees for their achievements can also increase motivation and job satisfaction. Additionally, creating a comfortable and healthy workplace can be a quick win. And finally, commitment and involvement from management in supporting employee wellbeing is also expected to be present here.

#### **4.5 Research Limitations**

A limitation of this research is the possibility of self-response bias in measuring the indicators of the variables used in the empirical model. This can be due to the anonymity or confidentiality factor of the respondents, which can cause anomalies in data measurement results and also inconsistencies between the variables being measured. The next limitation is the insignificant finding of career experience on work resilience which will be an opportunity for further research to explore more antecedents to improve work resilience. Such as considering qualitative analysis to gain a further understanding of the relationship between career experience and work resilience. In-depth interviews or case studies can help understand the more complex and nuanced factors that may influence the relationship between the two variables. Apart from that, it can also be considered whether there are mediating or moderating variables that influence the relationship between these two variables.

### **5.0 CONCLUSION**

The results of this research prove and provide conclusions to briefly answer the research problem, namely, to increase career satisfaction in today's very dynamic conditions, organizations need to prepare individuals with good work resilience supported by good employee wellbeing.

One important step in supporting work resilience is the organization's efforts to ensure that employees are in a physically, mentally, and emotionally healthy work environment. By prioritizing employee well-being, organizations can build a strong foundation for workplace resilience, such as providing support such as wellness programs, counselling services, and creating a balance between work and personal life. Through these actions, companies help employees overcome stress and remain productive in difficult circumstances. Therefore, to increase work resilience, focusing on employee well-being is essential.

In addition, it is crucial to keep in mind the significance of career satisfaction for an organisation. According to the Conservation of Resources Theory (COR), one key strategy for assisting staff members in advancing in their careers is to maximize organizational resources. One strategy to boost career satisfaction is to provide people employment that give them more job security, opportunities to learn new skills, the ability to overcome obstacles, and the ability to keep growing. Thus, ultimately, it will contribute positively to the overall performance of the organisation.

Similar to Supers' Career Development Theory (1957) which introduced the concept of career adaptability, which refers to an individual's ability to overcome changes in the work environment, career transitions, and

unexpected challenges. Career adaptability involves being proactive, flexible, and creative in navigating one's career path.

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