



The Influence of Career Adaptability, Resilience and Proactive Career Behavior on Career Sustainability Following a Merger in The Indonesian Aviation Sector

Irma Pahlawatiningrum^{1*}, Nia Kusuma Wardhani²
Universitas Mercu Buana, Indonesia

Corresponding Author: Irma Pahlawatiningrum
55123120037@student.mercubuana.ac.id

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ABSTRACT

This study examines the influence of career adaptability, resilience, and proactive career behavior on employees' career sustainability at PT Angkasa Pura Indonesia in the post-merger period under InJourney. The research is motivated by job uncertainty, cultural shifts, and career sustainability challenges following the merger of PT Angkasa Pura I and II. A total of 209 permanent employees were selected through purposive sampling. The study employed a quantitative survey approach, and data were analyzed using Structural Equation Modeling with the Partial Least Squares (SEM-PLS) method. The findings reveal that career adaptability, resilience, and proactive career behavior significantly and positively affect career sustainability. However, proactive career behavior mediates only the effect of resilience on career sustainability, but not the effect of career adaptability. These results emphasize the importance of strengthening adaptability, psychological resilience, and proactive behaviors in sustaining employees' careers amid organizational transformation.

INTRODUCTION

This research is motivated by the merger of PT Angkasa Pura I and PT Angkasa Pura II, which formed the State-Owned Aviation and Tourism Holding (InJourney). This merger aimed to create the world's fourth-largest airport operator while simultaneously improving efficiency, competitiveness, and service quality. However, this organizational transformation process not only impacts the company's structure and operations but also poses psychological consequences and challenges to employee career sustainability.

The merger process brought uncertainties, such as union protests regarding industrial relations, changes to the merger completion timeline, and plans to change the organization's identity. These changes fueled employee unrest regarding their positions, roles, and career paths. Furthermore, differences in job nomenclature before and after the merger added to the complexity, as the lack of data on post-merger formations and implementations created confusion regarding the direction of human resource development.

In this context, career sustainability becomes a crucial issue. Career sustainability extends beyond simply remaining in a job, encompassing an employee's ability to develop, empower themselves, and continue contributing to a changing organization. Three key factors believed to play a crucial role are career adaptability, resilience, and proactive career behavior. Career adaptability helps employees adjust to new demands, resilience provides psychological strength in the face of stress, and proactive behavior enables employees to create their own career opportunities.

The results of a pre-survey conducted by researchers indicate that the most influential factors affecting post-merger career sustainability are adaptability, psychological resilience, and the expectation of increased career development opportunities. However, there is a weakness in the proactive behavior aspect, where only a small proportion of employees feel capable of exploring new career paths. This suggests that although employees are relatively adaptive and resilient, they still need organizational encouragement and support to be more proactive in managing their careers.

Previous studies have indeed touched on the relationship between adaptability, resilience, and proactive career behavior and career sustainability, but these have been limited to international contexts or the private sector. Research within state-owned enterprises (SOEs), particularly post-merger, is still rare. Therefore, this study aims to fill this gap by empirically analyzing how these three personal factors influence the career sustainability of PT Angkasa Pura Indonesia employees, thereby providing both theoretical and practical contributions to human resource management in the public sector.

LITERATURE REVIEW

Human Resource Management

Modern Human Resource Management (HRM) emphasizes a strategic approach to managing people as the organization's primary asset in facing the dynamics of change, including in complex situations such as mergers (Knezović et al., 2020). Contemporary HRD serves more than just administrative functions,

but also acts as a catalyst for organizational strategy through adaptive, resilient, and proactive employee management. Organizations that are able to integrate career behavioral dimensions into their HR systems tend to be more successful in maintaining employee career sustainability after structural changes (Zhao et al., 2022).

Sustainable Development Goals

The Sustainable Development Goals (SDGs) are a global development framework adopted by UN member states in 2015, comprising 17 goals and 169 targets covering social, economic, and environmental dimensions. The SDGs are designed to promote inclusive and sustainable development until 2030, emphasizing the principle of “leaving no one behind” –ensuring that no individual or group is left behind (Adiyoso, 2022). Achieving the SDGs requires strong global collaboration and commitment from all countries to address common challenges for the well-being of humanity and the planet.

Career Adaptability

Career Adaptability is an individual's ability to adapt to job changes and uncertain future demands. This concept is reinforced by recent research that emphasizes the importance of four key dimensions: concern (career future), control (career decisions), curiosity (curiosity about new opportunities), and confidence (confidence in facing career challenges) (Rudolph & Zacher, 2023).

In the context of major changes such as mergers, career adaptability serves as a protective mechanism that helps individuals cope with uncertainty and role transitions (Rudolph & Zacher, 2021). Individuals with high levels of adaptability tend to demonstrate greater resilience and are able to maintain career continuity and motivation in unstable work environments.

Resilience (Individual Resilience)

In an organizational context, resilience refers to an individual's psychological capacity to recover from stress and refocus on long-term goals (Tennakoon & Jaadari, 2021). Resilience is crucial in supporting well-being and work effectiveness during organizational transitions such as mergers. Resilient individuals tend to have better emotional control, are able to manage stress constructively, and remain productive in the face of organizational uncertainty. The study also showed that resilience directly contributes to career sustainability, particularly by increasing perceptions of control and self-efficacy in navigating organizational dynamics (Turner & Holdsworth, 2023).

Proactive Career Behavior

Proactive career behavior reflects the conscious and anticipatory actions individuals take to manage their career trajectory. This includes initiatives such as expanding their professional network, taking additional training, or proposing innovations in their work roles (Maan et al., 2020). Proactive career behavior not only enhances an individual's career trajectory but also contributes to the overall effectiveness of the organization. This behavior is especially important in the

context of rapid change in the workplace, where individuals need to adapt to achieve career success.

Career Sustainability

Career sustainability is an individual's ability to maintain, navigate, and enrich their career over the long term, including in the context of organizational disruption and change (Udayar et al., 2021). Career sustainability reflects not only job continuity but also encompasses aspects of meaning, intrinsic motivation, competency development, and work-life balance. In the context of the PT Angkasa Pura Indonesia merger, sustainability is a crucial measure of the success of organizational transformation, benefiting not only the corporation but also the long-term well-being and development of employees (Savanevičienė et al., 2023).

Career Construction Theory (CCT) developed by Savickas (2013) is one of the grand theories in modern career psychology because it integrates differential, developmental, and dynamic approaches in understanding vocational behavior throughout an individual's life (Savickas, 2013; Savickas, 2005). This theory emphasizes that career is not only seen as the result of adjustment between the individual and the environment, but as an active narrative process in which individuals consciously construct meaning from past experiences, current situations, and future aspirations as a whole and meaningful life story (Savickas, 2011; Nota & Rossier, 2015).

Conceptual Framework

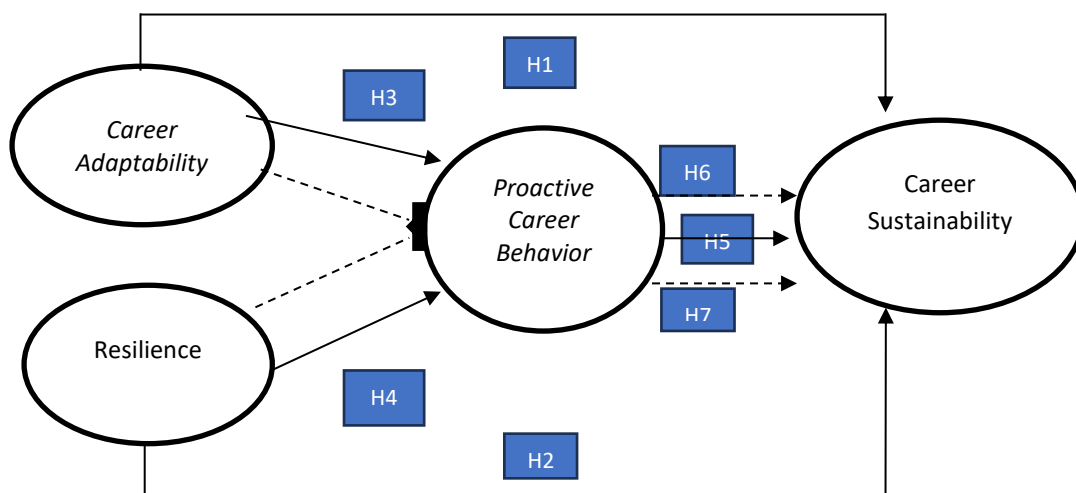


Figure 1. Conceptual Framework

Information :

—————> : Direct Influence

- - - - -> : Indirect or Mediating Influence

METHODOLOGY

This research methodology uses a quantitative approach with a survey method. The research instrument was a questionnaire compiled based on indicators of career adaptability, resilience, proactive career behavior, and career

sustainability. The Likert scale used was 1–5, ranging from strongly disagree to strongly agree.

The study population was all permanent employees of PT Angkasa Pura Indonesia post-merger, with 209 respondents selected using purposive sampling. The sample selection was based on the criteria of employees directly affected by the organizational and job structure changes resulting from the merger.

The research variables were defined and operationalized based on previous literature. Career adaptability was measured through the dimensions of concern, control, curiosity, and confidence. Resilience encompassed emotional regulation, optimism, self-efficacy, and perseverance. Proactive career behavior was measured through career planning, self-management, networking behavior, and skill development. Career sustainability encompassed career satisfaction, work meaning, and long-term development opportunities.

The collected data was analyzed using Structural Equation Modeling (SEM-PLS) with SmartPLS software. The analysis stages included construct validity and reliability testing, outer model evaluation (factor loading, AVE, composite reliability), and inner model evaluation (R-square, path coefficient, hypothesis testing). Furthermore, a mediation test was conducted to determine the role of proactive career behavior in the relationship between variables.

With this design, the research methodology aims to empirically test the influence of career adaptability, resilience, and proactive career behavior on the career sustainability of PT Angkasa Pura Indonesia employees post-merger, while also providing an overview of the psychological and behavioral factors that are most influential in maintaining career sustainability amidst organizational transformation.

RESEARCH RESULTS

Evaluation of Measurement Model (Outer Model)

1) Convergent Validity Test

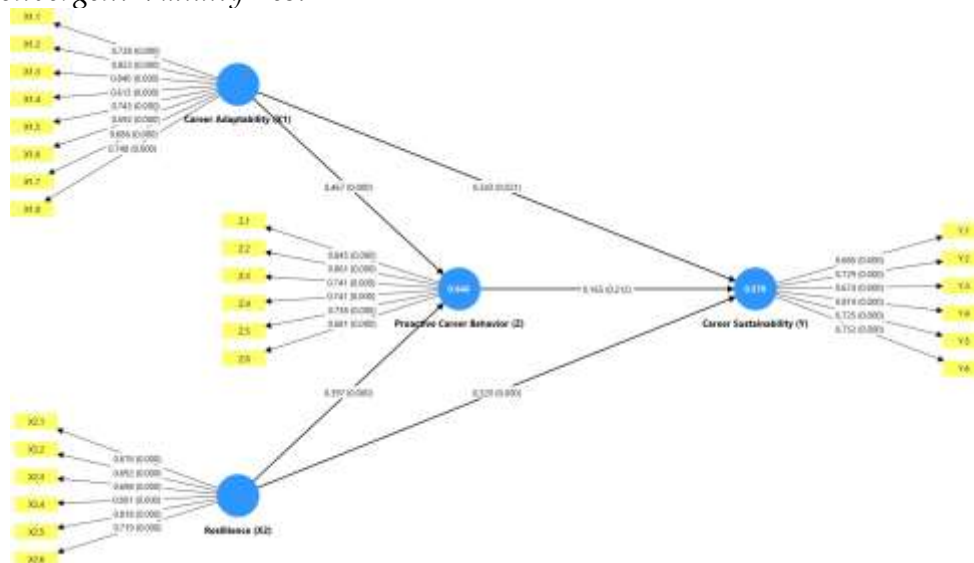


Figure 1. Loading Factors for All Research Indicators (Attached)

Source: SmartPLS 4.0 Data Processing Results

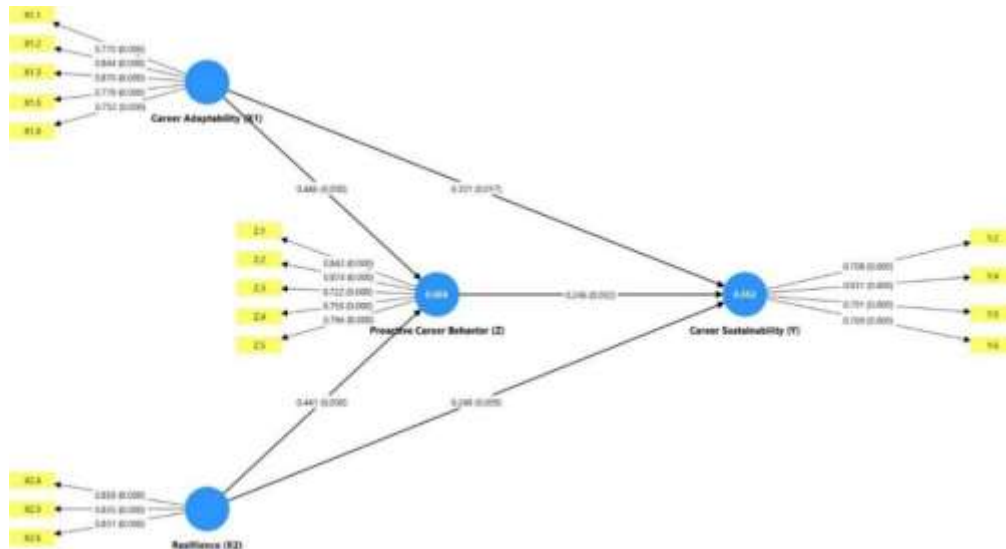


Figure 2 Valid Research Item Loading Factor Values (Attached)
 Source: SmartPLS 4.0 Data Processing Results

Table 1 Loading Factor and AVE Results

Construct	Indicator	Loading Factor	Cut Off	Information
Career Adaptability	X1.1	0.770	0.7	Valid
	X1.2	0.844	0.7	Valid
	X1.3	0.870	0.7	Valid
	X1.5	0.778	0.7	Valid
	X1.8	0.732	0.7	Valid
Resilience	X2.4	0.858	0.7	Valid
	X2.5	0.835	0.7	Valid
	X2.6	0.831	0.7	Valid
Proactive Career Behavior	Z.1	0.842	0.7	Valid
	Z.2	0.874	0.7	Valid
	Z.3	0.722	0.7	Valid
	Z.4	0.755	0.7	Valid
	Z.5	0.766	0.7	Valid
Career Sustainability	Y.2	0.708	0.7	Valid
	Y.4	0.831	0.7	Valid
	Y.5	0.791	0.7	Valid
	Y.6	0.769	0.7	Valid

Source: SmartPLS 4.0 Data Processing Results

In detail, the indicators in the Career Adaptability construct have loading values between 0.732 and 0.870, which means that these indicators are quite strong in reflecting the construct they represent. A similar thing is also seen in the Resilience construct, with loading values between 0.831 and 0.858, which indicates high internal consistency. For the Proactive Career Behavior construct, all indicators also show satisfactory loading values,

ranging from 0.722 to 0.874, while the Career Sustainability construct has loading values between 0.708 and 0.831, all of which exceed the minimum limit and indicate the reliability of the indicators in measuring the construct accurately.

2) *Discriminant Validity Test*

Table 2. Cross Loadings

Construct	CA	RES	PCB	CS
Career Adaptability (CA)	0.800			
Resilience (RES)	0.664	0.841	0.738	0.650
Proactive Career Behavior (PCB)	0.740		0.794	0.674
Career Sustainability (CS)	0.678			0.776

Source: SmartPLS 4.0 Data Processing Results

Discriminant validity testing is conducted to ensure that each construct in the model is unique and able to differentiate itself from other constructs. One method used is the Fornell-Larcker Criterion, which assesses discriminant validity by comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlation between the other constructs.

Based on the results displayed in Table 4.6, all diagonal values (marked in bold), which are the square roots of the AVE of each construct, have higher values than the correlations between other constructs in the same row or column. For example, the AVE square root value for the Career Adaptability construct is 0.800, which is greater than its correlations with Resilience (0.664), Proactive Career Behavior (0.740), and Career Sustainability (0.678). A similar thing is also seen for the Resilience construct (0.841), Proactive Career Behavior (0.794), and Career Sustainability (0.776), each of which shows a higher AVE square root value than its correlation with other constructs.

3) *Construct Reliability Test*

Table 3 Cronbach's Alpha, Composite Reliability and AVE

Construct	Cronbach's Alpha	Composite Reliability	Average variance extracted (AVE)	Information
Career Adaptability	0.859	0.864	0.641	Reliable
Resilience	0.794	0.797	0.708	Reliable
Proactive Career Behavior	0.852	0.866	0.630	Reliable
Career Sustainability	0.780	0.792	0.602	Reliable

Source: SmartPLS 4.0 Data Processing Results

The results of the construct reliability test indicate that all constructs in this study meet the established reliability criteria. This is evident from the Cronbach's Alpha and Composite Reliability values for each construct, which are all above the minimum threshold of 0.70, as recommended by Hair et al. (2021).

These values indicate that all items within each construct have high internal consistency and demonstrate that the instrument used in this study is reliable. This means the instrument can be used consistently to measure the research variables, both in this context and in future similar studies.

Structural Model Evaluation (Inner Model) and Hypothesis Testing

1) *R Square*

Table 4 R-squared value

Dependent Construct	R-squared	Information
Proactive Career Behavior	0.656	Substantial
Career Sustainability	0.545	Moderate

Source: SmartPLS 4.0 Data Processing Results

The R-squared (R²) value is used to measure the extent to which an independent variable is able to explain the dependent variable in a structural model. The higher the R² value, the greater the proportion of the dependent construct's variance that can be explained by the independent construct. In this study, the Proactive Career Behavior construct has an R² value of 0.656, which is included in the substantive/substantial category (Chin, 1998; Hair et al., 2022). This indicates that 65.6% of the variability in proactive career behavior can be explained by the constructs of Career Adaptability and Resilience. These results indicate that these two factors make a significant contribution in encouraging individuals to act proactively in managing their careers.

2) *Q Square*

Predictive Relevance aims to measure how well the results produced by the research model used. The following is the calculation for Q²:

$$\begin{aligned}
 Q &= 1 - (1 - R_1^2)(1 - R_2^2) \\
 &= 1 - (1 - 0.656)(1 - 0.545) \\
 &= 0.843
 \end{aligned}$$

The Q² value of 0.843 is included in the very strong category, referring to the following interpretation:

1. Q² > 0.35 = high or strong predictive ability
2. Q² between 0.15–0.35 = moderate predictive ability
3. Q² < 0.15 = weak predictive ability (Hair et al., 2017)

This high Q² value indicates that the model developed in this study has excellent predictive ability, especially in explaining the dependent variables Proactive Career Behavior and Career Sustainability. This strengthens the validity of the structural model and indicates that the constructs of Career Adaptability and Resilience, both directly and indirectly through Proactive Career Behavior, play a significant role in shaping individual career sustainability.

3) Goodness of Fit (GoF)

$$GoF = \sqrt{(Average AVE \times Average R^2)}$$

Table 5. R-Square and AVE values

No	Construction	R-Square (R ²)	AVE
1	Career Adaptability		0.656
2	Resilience		0.684
3	Proactive Career Behavior	0.656	0.631
4	Career Sustainability	0.545	0.658
	Average	0.6005	0.65725

Source: PLS Output Results, 2025

$$\begin{aligned}
 GoF &= \sqrt{(Average AVE \times Average R^2)} \\
 &= \sqrt{(0,65725 \times 0,6005)} \\
 &= \sqrt{0,3948} \\
 &= 0.6284
 \end{aligned}$$

With a GoF value of 0.628, the model in this study has a high level of fit, which indicates that the structural and measurement models as a whole are very good at explaining the phenomena studied.

4) Hypothesis Testing

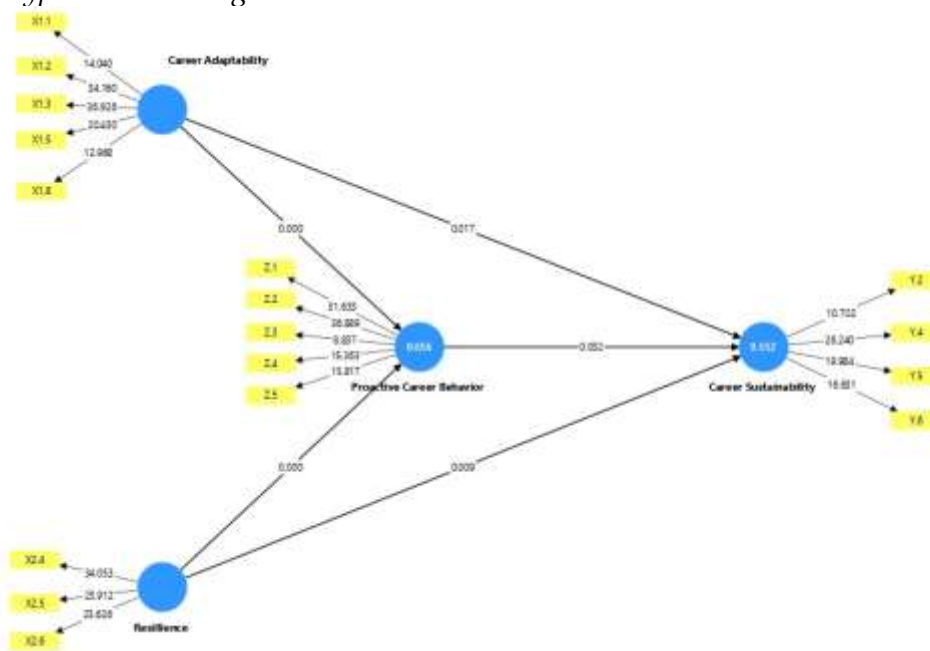


Figure 3. Inner Model Hypothesis Output
 Source: SmartPLS 4.0 Data Processing Results

Based on the results of the inner model in Figure 4.3, it can be interpreted that in the Career Adaptability variable, the indicator with the highest value comes from the control dimension, namely X1.3 "I took concrete steps so that my career does not stagnate after the company merger." This shows that employees are more able to control the direction of their careers with concrete actions so that post-merger career adaptability is maintained. Conversely, the lowest value is in the confidence dimension, namely X1.8 "I feel ready and confident in undergoing the selection or job assessment process during this period of change after the merger," which indicates that although employees are able to take concrete actions, their level of confidence in facing selection or job assessment is still relatively weak.

Table 6. Hypothesis Test Results (Direct Effects)

Direct Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Conclusion
Career Adaptability-> Career Sustainability	0.331	0.318	0.139	2,387	0.017	Have a positive and significant impact
Career Resilience-> Career Sustainability	0.248	0.252	0.095	2,624	0.009	Have a positive and significant impact
Career Adaptability -> Proactive Career Behavior	0.446	0.451	0.087	5.124	0.000	Have a positive and significant impact
Career Resilience-> Proactive Career Behavior	0.441	0.435	0.082	5,389	0.000	Have a positive and significant impact
Proactive Career Behavior -> Career Sustainability	0.246	0.249	0.114	2.155	0.032	Have a positive and significant impact

Source :SmartPLS 4.0 Data Processing Results

The evaluation of the structural model (inner model) was conducted to determine the strength of the relationship between constructs and to test the hypotheses formulated in this study. The analysis using the Partial Least Squares (PLS) approach with the help of SmartPLS 4.0 software produced several important findings. First, Career Adaptability was proven to have a significant effect on Career Sustainability with a coefficient value of 0.331, a t-statistic of 2.387, and a p-value of 0.017. These results indicate that the higher a person's career adaptability, the higher the career sustainability they can achieve.

Table 7 Hypothesis Test Results (Indirect Effects – Mediation)

Mediation Relationship Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Conclusion
<i>Resilience-></i>						
Proactive						
Career Behavior -> Career Sustainability	0.109	0.104	0.044	2,461	0.014	Hypothesis accepted
<i>Adaptability -></i>						
Proactive						
Career Behavior -> Career Sustainability	0.110	0.117	0.064	1,704	0.089	Hypothesis Rejected

Source :SmartPLS 4.0 Data Processing Results

DISCUSSION

Influence of Career Adaptability on Career Sustainability (H1)

Based on the results of the hypothesis testing in Table 6, the first hypothesis (H1) which states that Career Adaptability has an effect on Career Sustainability is declared accepted. This is indicated by the path coefficient (original sample/O) of 0.331, indicating a positive and fairly strong relationship, and a p-value of 0.017, which is smaller than the significance limit of 0.05. Furthermore, the t-statistic of 2.387 also confirms that the effect is statistically significant.

Thus, it can be concluded that hypothesis H1 is accepted, meaning that the higher the level of career adaptability, or an individual's ability to face career changes and challenges, the higher the individual's potential to achieve career sustainability or long-term career continuity. Individuals with career adaptability tend to be better able to navigate job uncertainty, take advantage of new opportunities, and maintain the relevance of their competencies in a dynamic job market.

These results align with research by Erdogan and Topbas (2023), which found that career adaptability has a direct and significant impact on career sustainability, particularly in the context of organizational change and workplace digitalization. Furthermore, a study by Widyastuti et al. (2024) also showed that young workers with high levels of adaptability are more likely to maintain their careers in rapidly changing industries. Similar support is found in research by Alfieri et al. (2022), which concluded that the ability to adapt to changing roles and responsibilities is an important predictor of long-term job satisfaction and career loyalty.

The Effect of Resilience on Career Sustainability (H2)

Based on the test results in Table 6, the second hypothesis (H2) which states that Resilience has an impact on Career Sustainability stated accepted. This is indicated by the value path coefficient (original sample/O) of 0.248, with value

t-statistic of 2.624 and p-value of 0.009, which is below the significance threshold of 0.05. Thus, these results indicate that there is a positive and significant influence of *resilience* to *career sustainability*.

Theoretically, this finding strengthens the understanding that psychological resilience Resilience, namely an individual's ability to bounce back from pressure, failure, and challenges in the workplace, is a key factor in maintaining career sustainability. Individuals with high resilience tend to be more able to survive challenging and unstable work environments, maintain commitment to long-term goals, and adapt to change. This resilience ultimately facilitates career sustainability because individuals remain productive, motivated, and connected to meaningful work values.

This finding is in line with research by Chong & Leung (2023) who found that resilience was significantly positively correlated with *career sustainability*, especially in the context of millennial workers in a dynamic work environment. Likewise, Ahn & Lee (2024) in their study of professionals in the technology sector stated that resilient individuals have a higher ability to maintain their career sustainability through stress management, competency enhancement, and maintaining well-being. Another study by Puspitasari & Nugroho (2022) also reinforces that resilience plays an important role in career sustainability amidst organizational structural pressures and demands for rapid change.

Thus, based on the latest data and references, hypothesis H2 is accepted, which shows that the higher the level *resilience* individual, the greater his or her ability to maintain and build a sustainable career.

The Influence of Career Adaptability on Proactive Career Behavior (H3)

Based on the results of the hypothesis test in Table 6, the third hypothesis (H3) which states that *Career Adaptability* have an impact on *Proactive Career Behavior* stated accepted. This is indicated by the value path coefficient (original sample/O) of 0.446, which shows a positive and fairly strong relationship. In addition, the value t-statistic of 5.124 and p-value of 0.000 shows that the relationship is statistically significant because the p-value is well below the significance limit of 0.05.

Thus, hypothesis H3 is accepted, which means that the higher the level of *career adaptability* a person, the greater the tendency of that individual to demonstrate proactive career behavior. *Career adaptability* It reflects an individual's capacity to anticipate, prepare for, and respond to changes in the workplace. Individuals with strong adaptive skills tend to take the initiative in planning and managing their career paths, including seeking new opportunities, expanding their professional networks, and continuously improving their skills.

This result is in line with research by Peng, Song, and Yu (2021) which shows that *career adaptability* is the main predictor of *proactive career behavior* among young workers. In addition, a study by Kwon & Kim (2023) confirms that individuals with high career adaptability will be more active in setting goals and acting strategically to achieve them, especially in the context of dynamic and competitive organizations. Recent research by Sari & Fitriana (2024) also supports this finding, where adaptability plays a key role in driving proactive

behavior in long-term career development, particularly among young Indonesian professionals.

The Influence of Resilience on Proactive Career Behavior (H4)

Based on the results of the analysis in Table 6, the fourth hypothesis (H4) which states that Resilience has an influence on Proactive Career Behavior is declared accepted. This is indicated by the path coefficient (original sample/O) of 0.441, indicating a strong positive relationship between resilience and proactive career behavior. The t-statistic of 5.389 and p-value of 0.000 confirm that this relationship is highly statistically significant, as the p-value is well below the 0.05 threshold.

Thus, hypothesis H4 is accepted, meaning the higher a person's level of psychological resilience, the greater their likelihood of demonstrating proactive career behavior. Resilience enables individuals to remain resilient in the face of stress, bounce back from failure, and remain goal-oriented even under conditions of uncertainty. Resilient individuals tend to be more active in seeking career development opportunities, building networks, and taking initiative in achieving long-term career goals.

These findings are supported by an empirical study by Nguyen & Tran (2023), which showed that resilience has a significant correlation with proactive career behavior, especially in the context of the younger generation facing post-pandemic economic uncertainty. Furthermore, Lee, Park, & Choi (2024) revealed that workers with high levels of resilience have stronger intrinsic motivation to manage their careers independently and proactively, even under high work pressure. Local research by Yuliana & Handayani (2022) also supports these findings, showing that final-year students with high levels of resilience are more proactive in seeking internships and expanding professional connections as part of their career strategy.

The Influence of Proactive Career Behavior on Career Sustainability (H5)

Based on the test results in Table 6, the fifth hypothesis (H5) which states that Proactive Career Behavior has an effect on Career Sustainability is accepted. This is indicated by the path coefficient (original sample/O) of 0.246, indicating a positive relationship, and a p-value of 0.032, which is below the significance threshold of 0.05. Furthermore, the t-statistic of 2.155 also indicates that the effect is statistically significant.

Thus, hypothesis H5 is accepted, meaning that the higher the proactive career behavior demonstrated by an individual, the greater the opportunity to achieve career sustainability. Individuals who are proactive in planning, managing, and evaluating their career paths tend to have better adaptability to the dynamics of the workplace and are better able to maintain career continuity and relevance in the long term.

These findings align with research by Setiawan & Hidayati (2023), which found that proactive career management behavior significantly impacts perceptions of career sustainability, particularly among young professionals in the technology sector. Furthermore, Kim & Lee (2022) also showed that

employees who actively seek out self-development opportunities, build networks, and monitor their career progress have higher levels of career satisfaction and retention. A study by Rahmawati and Prasetya (2024) supports the idea that proactive career behavior can play a reinforcing role in maintaining career stability in uncertain and competitive work environments.

Mediation of Proactive Career Behavior between Career Adaptability and Career Sustainability (H6)

Based on the results of data analysis in Table 7, the mediation path between Career Adaptability and Career Sustainability through Proactive Career Behavior shows a path coefficient value of 0.110 with a p-value of 0.089 and a t-statistic of 1.704. A p-value exceeding the significance limit of 0.05 ($\alpha = 5\%$) indicates that this mediation relationship is not statistically significant, so the H6 hypothesis is rejected.

The rejection of this hypothesis indicates that Proactive Career Behavior does not act as a significant mediator in the relationship between Career Adaptability and Career Sustainability. Although the path coefficient indicates a positive relationship, the strength of the mediation is not statistically strong enough to support this mediating role.

This finding is inconsistent with previous research, such as that presented by Hussain et al. (2022), which showed that career adaptability significantly contributes to career sustainability through proactive career behavior among young professionals in the technology sector. Similarly, research by Wang & Lin (2023) showed that proactive career behavior is an effective mediator in strengthening the impact of career adaptability on various career sustainability indicators among millennials.

These differences in results may be caused by different respondent characteristics, diverse cultural and organizational contexts, or different approaches to measuring indicators for each construct.

Mediation of Proactive Career Behavior between Resilience and Career Sustainability (H7)

Based on the results of the mediation test in Table 7, the relationship between Resilience and Career Sustainability through Proactive Career Behavior shows a path coefficient value (original sample) of 0.109 with a p-value of 0.014 and a t-statistic value of 2.461, which exceeds the threshold value of $t > 1.96$ and $p < 0.05$. Thus, hypothesis H7 is declared accepted, which means that Proactive Career Behavior significantly mediates the relationship between Resilience and Career Sustainability. This indicates that individuals with high levels of resilience tend to exhibit proactive career behaviors, which ultimately contribute to their career sustainability. In other words, resilience not only directly impacts career sustainability but also indirectly through increased proactive career behavior.

These findings align with previous research by Lee & Kim (2023), which found that resilience plays a crucial role in developing adaptive and sustainable career strategies through increased proactive behavior in the workplace. Similarly, a study by Cheng et al. (2022) showed that individuals with high

psychological resilience are better able to anticipate career challenges and take initiatives to maintain and develop their work positions sustainably. Furthermore, Putri & Nugroho (2024), in the context of young professionals in Indonesia, also emphasized that proactive career behavior serves as a crucial mechanism linking personal capacities such as resilience to long-term career outcomes.

Thus, the acceptance of the H7 hypothesis strengthens the importance of developing resilience capacity and proactive behavior in sustainable long-term career management strategies, especially in the context of dynamic and uncertain changes in the world of work. Research by Malik (2023) and Bernabé et al. (2024) identified proactive behavior as an important mechanism linking resilience to positive career outcomes.

CONCLUSION

1. Career adaptability has been shown to have a positive and significant impact on the career sustainability of PT Angkasa Pura Indonesia employee's post-merger. This indicates that the ability to adapt to organizational change is a crucial factor for career sustainability.
2. Resilience has a positive and significant influence on career sustainability, indicating that psychological resilience helps employees cope with post-merger uncertainty and stress.
3. Career adaptability and resilience both have a positive influence on proactive career behavior, which means these two factors can encourage employees to be more proactive in managing their careers.
4. Proactive career behavior itself has been proven to have a significant influence on career sustainability, so that employees' proactive attitude in planning and developing their careers supports the sustainability of their profession.
5. The mediating role was only found in the relationship between resilience and career sustainability through proactive career behavior, while the relationship between career adaptability and career sustainability was not significantly mediated.

RECOMMENDATION

1. For PT Angkasa Pura Indonesia, management needs to create training and development programs that support employee adaptability, resilience, and proactive behavior. Support in the form of clear communication, career development programs, and a stable work environment will enhance career sustainability.
2. For employees, it is important to continue developing adaptive skills, maintaining psychological resilience, and taking the initiative in designing career paths, including through networking, training, and continuous learning.

ADVANCED RESEARCH

This study recommends that future research expand its scope to other state-owned enterprises or the private sector to compare the dynamics of career

sustainability in different organizational contexts. Furthermore, future research could include other variables such as transformational leadership, organizational culture, work-life balance, job satisfaction, or organizational support, which also have the potential to influence employee career sustainability. It is also recommended to use mixed methods with interviews or qualitative studies to gain a deeper understanding of employees' subjective experiences post-merger. Thus, future research is expected to provide a more comprehensive picture of the factors influencing career sustainability amidst organizational transformation.

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