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How proactive personality enhances career adaptability: The mediating role of thriving at work

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Abstract--This study aims to examine the effect of proactive personality on career adaptability by investigating the mediating role of thriving at work among civil servants holding functional positions in the Government of Bangli Regency, Indonesia. A quantitative research design with a survey method was employed. The sample consisted of 209 civil servants selected from the local government environment of Bangli Regency. Data were collected using a structured questionnaire and analyzed through descriptive analysis and inferential statistical techniques using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 4.1.1.4. Hypotheses were tested using a bootstrapping procedure with a one-tailed test at a 5 percent significance level to examine both direct and indirect relationships among the research variables. The results indicate that proactive personality has a positive and significant effect on career adaptability. In addition, proactive personality positively and significantly influences thriving at work. Furthermore, thriving at work is found to have a positive and significant effect on career adaptability. The mediation analysis reveals that thriving at work significantly mediates the relationship between proactive personality and career adaptability. These findings suggest that individuals with a proactive disposition are more capable of developing career adaptability when they



experience a work environment characterized by vitality and continuous learning.

Keywords---Proactive Personality, Thriving at Work, Career Adaptability.

Introduction

Traditional career models remain highly embedded in the career systems of civil servants, particularly public employees who hold permanent employment status and follow relatively structured career paths. In Indonesia, the civil service system has historically emphasized job security and long-term career stability, reinforcing the notion of lifelong employment. This paradigm is institutionally reinforced through Law Number 20 of 2023 on the State Civil Apparatus, which regulates employment structures and career development patterns for civil servants. While such a system provides structural certainty, it does not always align with the increasing need for individual career development in dynamic and rapidly changing work environments. As public organizations face growing performance demands, career success is no longer defined solely by job security but increasingly by individuals' ability to adapt, develop competencies, and respond to change—referred to as career adaptability (Savickas & Porfeli, 2012). Consequently, the relevance of traditional career models has been increasingly challenged in the context of modern work dynamics and global uncertainty (Kalleberg & Mouw, 2018).

These career development challenges are particularly salient among civil servants at the local government level, including those employed in Bangli Regency. According to data from the Human Resources and Civil Service Development Agency of Bangli Regency (2025), the civil service workforce consists of 3,714 employees, with the majority occupying functional and general functional positions. Notably, 1,421 civil servants remain in general functional roles, indicating that a substantial proportion of employees are positioned at staff levels with limited opportunities for upward mobility. The pyramidal structure of the civil service career system further constrains vertical promotion prospects, increasing the risk of career stagnation. Over time, such conditions may undermine work motivation, reduce engagement in competency development, and weaken individuals' willingness to proactively manage their careers.

In rigid career structures with limited promotion opportunities, civil servants—particularly those in general functional positions—are required to actively adapt to policy changes, evolving job demands, and alternative development opportunities beyond formal promotion pathways. However, not all individuals possess adequate adaptive resources to navigate these constraints. Limited career adaptability may intensify perceptions of stagnation and diminish engagement in self-development, even when formal career management systems are in place. These conditions suggest that career development in the public sector is shaped not only by organizational structures and policies but also by individuals' capacity to actively construct and manage their careers.

Career adaptability thus emerges as a critical psychological resource that enables individuals to cope with career-related challenges, leverage available development opportunities, and respond proactively to change. In this context, individual characteristics—particularly personality traits—play a significant role in shaping adaptive career behaviors. One trait that has received increasing scholarly attention is proactive personality, defined as an individual's tendency to take initiative and actively influence the environment rather than passively reacting to circumstances (Cai et al., 2015; Jiang, 2017). Individuals with proactive personalities are more inclined to explore opportunities, confront challenges, and initiate actions aimed at personal and professional growth, thereby supporting career adaptability.

Empirical studies consistently report a positive relationship between proactive personality and career adaptability, indicating that proactive individuals are more likely to seek developmental opportunities, demonstrate flexibility, and respond constructively to changing work environments (Cai et al., 2015; Haibo et al., 2018; Jiang, 2017). However, existing research has predominantly focused on direct relationships between these variables, offering limited insight into the underlying psychological mechanisms that explain how proactive personality translates into enhanced career adaptability. Jiang (2017) explicitly highlights the need for further investigation into the mediating processes that bridge this relationship, pointing to a notable gap in the literature.

In contemporary organizations characterized by uncertainty and continuous change, proactivity alone may be insufficient to foster sustainable career development unless accompanied by supportive psychological conditions. One such condition is thriving at work, defined as a psychological state in which individuals experience vitality and learning simultaneously (Spreitzer et al., 2005). Thriving individuals tend to exhibit higher energy, intrinsic motivation, and continuous skill development, all of which are essential for adaptive career behaviors. While proactive personality may motivate individuals to initiate change, thriving at work provides the psychological energy and learning orientation necessary to translate proactivity into effective career adaptability.

Thriving at work is therefore a theoretically relevant mediator, as the combined experience of learning and vitality enables individuals to more fully actualize their proactive tendencies in managing career challenges (Jiang, 2017; Wibowo & Permana, 2019). Despite this theoretical relevance, empirical studies examining thriving at work as a mediating mechanism between proactive personality and career adaptability remain limited, particularly within public sector contexts. Most prior research has been conducted in private-sector or professional settings, leaving the applicability of these mechanisms among civil servants underexplored. Grounded in Career Construction Theory (Savickas, 2020), which emphasizes that careers are actively constructed through personal meaning-making and social interaction, this study addresses this gap by examining the mediating role of thriving at work in the relationship between proactive personality and career adaptability among civil servants in Bangli Regency. By focusing on public-sector employees operating within bureaucratic constraints and limited promotion structures, this study offers a novel contribution to the literature. The findings are expected to provide both theoretical insights into the psychological processes

underlying career adaptability and practical implications for evidence-based human resource management strategies aimed at strengthening adaptability, professionalism, and talent development in local government institutions.

Literature Review and Hypothesis Development

Prior studies consistently demonstrate that individuals with a proactive personality tend to manage their career paths more actively by seeking opportunities, confronting challenges, and adapting to change, thereby enhancing career adaptability across its dimensions of concern, control, curiosity, and confidence (Savickas & Porfeli, 2012). Empirical evidence shows that proactive individuals are better able to utilize social support to strengthen career identity and adaptability (Hu et al., 2021), a finding further supported in studies involving employees and students in China (Li et al., 2024; Fang et al., 2024). Additional research indicates that contextual factors may moderate the strength of this relationship (Hameed et al., 2020; AlKhemeiri et al., 2021). Overall, the positive association between proactive personality and career adaptability has been consistently confirmed across diverse occupational and educational contexts (Jiang, 2017; Hirschi et al., 2015; Ling et al., 2022; Zhao et al., 2022). In bureaucratic environments characterized by rigid career structures, such as the public sector, proactive personality serves as an important internal resource enabling individuals to navigate limited promotion opportunities and adapt effectively to career challenges.

H1: Proactive personality has a positive and significant effect on career adaptability.

Beyond career adaptation, proactive personality has been shown to contribute to positive psychological experiences at work, particularly thriving at work, which is characterized by vitality and learning. Individuals with proactive traits tend to exhibit higher energy levels and a stronger motivation to learn, enabling them to cope effectively with work demands and capitalize on development opportunities (Jiang, 2017; Mushtaq et al., 2017; Kleine et al., 2019; Nadeem et al., 2021; Abid et al., 2021; Hameed et al., 2025). Rather than merely responding to job requirements, proactive individuals actively cultivate psychological conditions that support continuous growth and professional development. These findings suggest that proactive personality plays a crucial role in fostering thriving at work by promoting sustained vitality and learning, making this relationship particularly relevant within public sector organizations that require high levels of individual initiative amid structural constraints.

H2: Proactive personality has a positive and significant effect on thriving at work.

Thriving at work has been identified as an important psychological condition that supports the development of career adaptability through the simultaneous experience of vitality and continuous learning. Jiang (2017) demonstrates that thriving at work enhances career adaptability and functions as an underlying mechanism linking proactive personality to adaptive career outcomes. Supporting this view, Wang et al. (2024) find that individuals with high career adaptability leverage thriving experiences to develop active adaptation strategies, while empirical studies by Cai et al. (2024) and Badran and Mohamed (2025) report significant positive associations between thriving at work and career adaptability.

Collectively, these findings indicate that thriving at work strengthens individuals' readiness to cope with change, assume responsibility for career growth, and effectively navigate career trajectories, particularly within public sector organizations characterized by formalized and repetitive work structures.

H3: Thriving at work has a positive and significant effect on career adaptability.

The mediating role of thriving at work in the relationship between proactive personality and career adaptability has been empirically supported in prior research. Jiang (2017), using a moderated mediation approach, shows that proactive personality enhances thriving at work, which in turn strengthens career adaptability, with stronger effects observed among individuals with lower levels of proactivity. Similarly, Wibowo and Permana (2019) examine this mechanism among internet freelancers in Indonesia and confirm that thriving at work mediates the relationship between proactive personality and career adaptability. These findings suggest that proactive individuals not only initiate career-related actions but also cultivate energizing and learning-oriented work experiences that translate proactive tendencies into adaptive career capacities. Thus, thriving at work serves as a critical psychological mechanism through which proactive personality contributes to sustained career adaptability.

H4: Thriving at work significantly mediates the effect of proactive personality on career adaptability.

Methods

This study was conducted within the Government of Bangli Regency, Indonesia, a relatively stable public-sector setting in which staffing levels remain fairly constant over time. The focus was on civil servants holding general functional (administrative) positions, whose work tends to be routine and procedural, making this context suitable for examining how proactive personality relates to career adaptability through thriving at work. The proposed model included proactive personality as the exogenous construct, career adaptability as the endogenous construct, and thriving at work as the mediating construct. Proactive personality was operationalized as an individual's tendency to take initiative and influence the work environment, while career adaptability reflected adaptive resources across concern, control, curiosity, and confidence (Savickas & Porfeli, 2012). Thriving at work captured a psychological state characterized by vitality and learning.

The population comprised 1,421 civil servants in general functional roles; after applying eligibility criteria (e.g., administrative staff status, minimum tenure of four years, and education level from Diploma to Master's), the effective population was 438. Using Slovin's formula with a 5% margin of error, a sample of 209 respondents was determined and selected via proportionate cluster sampling across 41 organizational units. Data were collected through a structured online questionnaire using a five-point Likert scale, which enables attitudinal responses to be coded into analyzable numerical data (Koo & Yang, 2025). Data analysis combined descriptive statistics (Sekaran & Bougie, 2016) and SEM-PLS using SmartPLS 4, which is appropriate for simultaneously estimating relationships among latent variables and more complex models (Hair et al., 2022). A reflective-reflective second-order (hierarchical component) measurement specification was

applied for career adaptability and thriving at work, estimated using a two-stage approach (Hair et al., 2022). Measurement quality was evaluated through convergent validity (outer loadings and AVE), discriminant validity (cross-loadings and Fornell–Larcker), and composite reliability (Hair et al., 2022). Hypotheses and mediation effects were tested via bootstrapping at a 5% significance level, assessing direct and indirect paths and classifying mediation as full, partial, or absent based on established criteria (Hair et al., 2022; Hoyle, 2023).

Result and Discussion

Evaluation of the Measurement Model (Outer Model)

The evaluation of the measurement model (outer model) was conducted to ensure that each indicator used in this study is truly capable of measuring the constructs under investigation. The outer model evaluation process in this study includes testing the validity and reliability of indicators based on data processing results using SmartPLS, employing three criteria: convergent validity, discriminant validity, and composite reliability.

Convergent Validity

Convergent validity was assessed by examining the outer loading values and the Average Variance Extracted (AVE). An indicator is considered to have good validity if its outer loading demonstrates a sufficiently strong contribution to the construct, and the AVE indicates that most of the indicator variance can be explained by the measured construct. Table 1 presents the results of convergent validity calculations based on outer loading values for the reflective second-order lower-order constructs, as follows.

Table 1. Outer Loading Values for Lower-Order Constructs

| Item | Career Adaptability | | | | Proactive Personality | Thriving at Work | | Result |
|------|---------------------|---------|-----------|------------|-----------------------|------------------|----------|--------|
| | Concern | Control | Curiosity | Confidence | | Vitality | Learning | |
| CA1 | 0.742 | | | | | | | Valid |
| CA2 | 0.773 | | | | | | | Valid |
| CA3 | 0.775 | | | | | | | Valid |
| CA4 | | 0.805 | | | | | | Valid |
| CA5 | | 0.775 | | | | | | Valid |
| CA6 | | 0.776 | | | | | | Valid |
| CA7 | | | 0.810 | | | | | Valid |
| CA8 | | | 0.685 | | | | | Valid |
| CA9 | | | 0.722 | | | | | Valid |
| CA10 | | | | 0.796 | | | | Valid |
| CA11 | | | | 0.713 | | | | Valid |
| CA12 | | | | 0.776 | | | | Valid |
| PP1 | | | | | 0.768 | | | Valid |
| PP2 | | | | | 0.715 | | | Valid |
| PP3 | | | | | 0.731 | | | Valid |
| PP4 | | | | | 0.710 | | | Valid |
| TAW1 | | | | | | 0.622 | | Valid |

| Item | Career Adaptability | Proactive Personality | Thriving at Work | Result |
|--------------|----------------------------|------------------------------|-------------------------|---------------|
| TAW2 | | | 0.709 | Valid |
| TAW3 | | | 0.663 | Valid |
| TAW4 | | | 0.679 | Valid |
| TAW5 | | | 0.638 | Valid |
| TAW6 | | | 0.623 | Valid |
| TAW7 | | | | 0.701 Valid |
| TAW8 | | | | 0.689 Valid |
| TAW9 | | | | 0.622 Valid |
| TAW10 | | | | 0.632 Valid |
| TAW11 | | | | 0.687 Valid |
| TAW12 | | | | 0.705 Valid |

Primary Data, 2026

Based on Table 1, the outer loading test results for the first-level constructs (lower order) indicate that all indicators used in this study have loading factor values that meet validity criteria. In general, indicators with loading factor values ≥ 0.70 can be considered valid because they adequately represent the measured construct. These values indicate that the indicators make strong contributions in explaining their respective latent variables.

Several indicators show outer loading values in the range of 0.60 to below 0.70. These values are still acceptable and are considered valid, because indicators with loading factors ≥ 0.60 are regarded as sufficiently adequate in social and behavioral research (Wiryo, 2020). All indicators in this study are therefore valid and eligible for further analysis in the structural model testing stage. Table 2 presents the evaluation results of outer loading values for the second-level constructs (higher order) as part of the measurement model testing, as follows.

Table 2 Outer Loading Values for Higher-Order Constructs

| Construct | Career Adaptability | Proactive Personality | Thriving at Work | Result |
|-------------------|----------------------------|------------------------------|-------------------------|---------------|
| Concern | 0.845 | | | Valid |
| Confidence | 0.800 | | | Valid |
| Control | 0.868 | | | Valid |
| Curiosity | 0.827 | | | Valid |
| PP1 | | 0.767 | | Valid |
| PP2 | | 0.715 | | Valid |
| PP3 | | 0.731 | | Valid |
| PP4 | | 0.710 | | Valid |
| Vitality | | | 0.939 | Valid |
| Learning | | | 0.931 | Valid |

Primary Data, 2026

Table 2 shows the results of testing outer loading values for the second-level constructs (higher order) in this study. All constructs have outer loading values ≥ 0.70 and are therefore considered valid, as they represent the formed latent

variables strongly and consistently. The dimensions of concern, control, curiosity, and confidence demonstrate strong capability in forming the career adaptability variable. The indicators for proactive personality also have outer loading values ≥ 0.70 , indicating that these indicators are capable of explaining the measured variable. The constructs vitality and learning show very high outer loading values, indicating strong contributions in forming the thriving at work variable. These results show that all higher-order constructs meet validity criteria and are suitable for subsequent analysis.

The assessment of convergent validity was further conducted using $\sqrt{\text{AVE}}$ values, which indicate how much indicator variance can be explained by the measured construct. Table 3 presents $\sqrt{\text{AVE}}$ values for each construct used in this study.

Table 3. $\sqrt{\text{AVE}}$ Values

| Variable | Average variance extracted (AVE) | Result |
|------------------------------|-----------------------------------------|---------------|
| Career Adaptability | 0.698 | Valid |
| Proactive Personality | 0.535 | Valid |
| Thriving at Work | 0.874 | Valid |

Primary Data, 2026

The square root of the Average Variance Extracted ($\sqrt{\text{AVE}}$) is used to evaluate convergent validity, namely how well the indicators within a variable explain the measured construct. The higher the $\sqrt{\text{AVE}}$ value, the stronger the relationship between indicators and their variable, indicating that the construct is valid. Based on Table 3, $\sqrt{\text{AVE}}$ values for Career Adaptability, Proactive Personality, and Thriving at Work are 0,698; 0,535; and 0,874, respectively. These values are ≥ 0.50 , meaning that all constructs meet convergent validity criteria and are acceptable for further analysis. This result indicates that the indicators used are sufficiently representative in measuring the study variables.

All indicators at both the lower-order and higher-order levels are valid and are able to represent the measured variables well. Most outer loading values are ≥ 0.70 , and $\sqrt{\text{AVE}}$ values for each construct are ≥ 0.50 . Therefore, career adaptability, proactive personality, and thriving at work are eligible for use and demonstrate that the indicators are sufficiently strong and consistent.

Discriminant Validity

Discriminant validity was conducted to ensure that each variable is truly distinct from other variables and measures a different concept. The assessment was performed using several approaches, namely cross loadings, the Fornell–Larcker criterion, and the Heterotrait–Monotrait ratio (HTMT).

Cross loading testing was performed to ensure that each indicator has the strongest association with the variable it represents compared to other variables. The cross loading values for each indicator on its respective variable are shown in the table below.

Table 4. Cross-Loading Results for Discriminant Validity Testing

| Construct | Career Adaptability | Proactive Personality | Thriving at Work | Ket |
|-------------------|----------------------------|------------------------------|-------------------------|------------|
| Concern | 0.845 | 0.620 | 0.656 | Valid |
| Control | 0.868 | 0.561 | 0.634 | Valid |
| Curiosity | 0.827 | 0.566 | 0.610 | Valid |
| Confidence | 0.800 | 0.602 | 0.642 | Valid |
| PP1 | 0.525 | 0.767 | 0.461 | Valid |
| PP2 | 0.498 | 0.715 | 0.490 | Valid |
| PP3 | 0.520 | 0.731 | 0.533 | Valid |
| PP4 | 0.516 | 0.710 | 0.484 | Valid |
| Vitality | 0.686 | 0.611 | 0.931 | Valid |
| Learning | 0.736 | 0.648 | 0.939 | Valid |

Primary Data, 2026

Based on Table 4, the cross-loading results indicate that each indicator has a higher association with its own variable compared to other variables. The indicators concern, control, curiosity, and confidence show the highest values on career adaptability; PP1, PP2, PP3, and PP4 are highest on proactive personality; and vitality and learning are highest on thriving at work. This indicates that each indicator successfully measures its intended variable and does not overlap with other variables. Thus, all indicators meet discriminant validity criteria and can be considered valid. Overall, the variables in this study truly represent distinct concepts and can be trusted as valid measures of the constructs assessed.

The Fornell–Larcker test was performed to ensure that each construct has discriminant validity. The principle is that the square root of the AVE value for each construct must be greater than its correlation with other constructs. Each variable must be more strongly related to its own indicators than to other variables in the model. The Fornell–Larcker table below shows the results of discriminant validity testing.

Table 5. Fornell–Larcker Criterion

| Variable | Career Adaptability | Proactive Personality | Thriving at Work | Information |
|------------------------------|----------------------------|------------------------------|-------------------------|--------------------|
| Career Adaptability | 0.836 | | | Valid |
| Proactive Personality | 0.704 | 0.731 | | Valid |
| Thriving at Work | 0.762 | 0.674 | 0.935 | Valid |

Primary Data, 2026

The Fornell–Larcker table above shows that each construct meets discriminant validity criteria. This is evident from the square root of the AVE ($\sqrt{\text{AVE}}$) for each variable being greater than its correlations with other variables. The analysis indicates that career adaptability has a $\sqrt{\text{AVE}}$ value of 0.836, which is greater than its correlations with proactive personality (0.704) and thriving at work (0.762), indicating that the career adaptability construct explains its indicators

better than other constructs. Proactive Personality shows a $\sqrt{\text{AVE}}$ value of 0.731, which is higher than its correlations with career adaptability (0.704) and thriving at work (0.674), indicating that proactive personality has adequate discriminant validity. Thriving at work has a $\sqrt{\text{AVE}}$ value of 0.935, which is greater than its correlations with career adaptability (0.762) and proactive personality (0.674), indicating very strong discriminant validity for the thriving at work construct.

Hair et al. (2021:79) recommend using the Heterotrait–Monotrait Ratio (HTMT) method because it has higher sensitivity and accuracy in detecting discriminant validity compared to conventional approaches. The recommended criterion states that HTMT values should be below the threshold of 0.90 for a construct to be considered to have good discriminant validity. The HTMT results are presented in the following table.

Table 6. HTMT

| Variable | Career Adaptability | Proactive Personality | Thriving at Work |
|------------------------------|----------------------------|------------------------------|-------------------------|
| Career Adaptability | | | |
| Proactive Personality | 0.902 | | |
| Thriving at Work | 0.888 | 0.862 | |

Primary Data, 2026

Based on the HTMT testing results presented in Table 6, all HTMT values among variables are below 0.90. This indicates that each construct in this study has adequate conceptual distinctiveness and there is no overlap in measurement among the latent variables. It can be concluded that discriminant validity for all study variables has been satisfied; therefore, the measurement model is eligible for structural model testing and subsequent hypothesis testing.

Structural Model Evaluation

The structural model evaluation (inner model) aims to assess the relationships among latent variables in a model, both in terms of strength and significance. The coefficient of determination (R^2) in PLS-SEM measures how much the latent independent variables can explain the variance of the latent dependent variables. R^2 indicates the predictive strength of the model; the higher the value (maximum 1), the better the model explains variance in the dependent variable. The R-square values in this analysis are presented below.

Table 7. R-square Values

| Dependent Variable | R-square |
|----------------------------|-----------------|
| Career Adaptability | 0.647 |
| Thriving at Work | 0.454 |

Primary Data, 2026

Based on Table 7, the R-square values indicate how much the independent variables in this study are able to explain the variability of the dependent variables. The R-square value for career adaptability is 0.647, indicating that approximately 64% of the variance in civil servants' career adaptability can be explained by proactive personality and thriving at work. The remaining approximately 36% is influenced by other factors not included in the research model, such as work experience, environment, or individual motivation. This result indicates that the model has a strong capability in explaining career adaptability. The R-square value for thriving at work is 0.454, indicating that approximately 45% of the variance in civil servants' thriving condition, such as energy, enthusiasm for learning, and capacity for growth, can be explained by proactive personality. This value falls into the moderate category, meaning that although proactive personality plays an important role, other factors outside the model still influence civil servants' level of thriving.

Overall, the R-square results indicate that the research model has strong explanatory power for career adaptability and is adequate for thriving at work. This confirms that proactive personality and thriving at work play important roles in influencing civil servants' adaptability in their work environment.

A research model is considered to have relevant predictive value if Q^2 is greater than 0. The Q-square (Q^2) value is used to assess the predictive capability of the model. $Q^2 > 0$ indicates that the model has predictive relevance, while $Q^2 \leq 0$ indicates limited predictive capability. In this study, the latent variable prediction (Q^2 predict) results are as follows:

Table 8. Latent Variable Prediction Results (Q^2)

| Variable | Q^2 predict |
|----------------------------|---------------------------------|
| Thriving at Work | 0.440 |
| Career Adaptability | 0.473 |

Primary Data, 2026

Based on the Q^2 predict analysis, all endogenous latent variables in this study have Q^2 predict values greater than zero, namely thriving at work at 0.440 and career adaptability at 0.473. These results indicate that the model has good predictive capability in explaining variance in both variables. Q^2 predict values approaching 0.50 suggest that the model can predict observed data with relatively strong accuracy. Career adaptability has a slightly higher Q^2 predict value than thriving at work, indicating that the model has stronger predictive capability for career adaptability. It can be concluded that this research model has adequate predictive relevance and is therefore suitable for prediction purposes and for testing relationships among variables in the study.

Hair et al. (2021:117) state that collinearity statistics testing is required to detect potential multicollinearity in the structural model, where the recommended inner Variance Inflation Factor (VIF) should be below 5. The collinearity statistics (VIF) results are shown in the table below.

Table 9. Collinearity Statistics (VIF)

| Variable | Career Adaptability | Proactive Personality | Thriving at Work |
|----------------------------------|--------------------------------|----------------------------------|-----------------------------|
| Career Adaptability | | | |
| Proactive Personality | 1.832 | | 1.000 |
| Thriving at Work | 1.832 | | |

Primary Data, 2026

Based on Table 9, all inner VIF values are below the threshold of 5; therefore, it can be concluded that the structural model in this study is free from multicollinearity issues. This finding indicates that proactive personality and thriving at work contribute independently in explaining career adaptability, and thus the SEM-PLS parameter estimates are stable and unbiased.

Hypothesis Testing

This study used the PLS-SEM method with the bootstrapping feature to test three hypotheses of direct effects. Hypothesis testing was conducted by examining the p-values and t-statistics, where an effect is considered significant if the p-value is less than 0.05 and the t-statistics is greater than 1.96 at the 5% significance level ($\alpha = 0.05$) using a one-tailed test.

Table 10. Path Coefficient Bootstrapping Results (Direct Effect)

| Path Coefficient | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | Result |
|----------------------------------------------------------------|------------------------------------|--------------------------------|-------------------------------------------|-------------------------------------|---------------------|---------------|
| Proactive Personality → Career Adaptability | 0.350 | 0.350 | 0.066 | 5.304 | 0.000 | Significant |
| Proactive Personality → Thriving at Work | 0.674 | 0.674 | 0.045 | 14.933 | 0.000 | Significant |
| Thriving at Work → Career Adaptability | 0.526 | 0.526 | 0.064 | 8.224 | 0.000 | Significant |

Primary Data, 2026

The effect of proactive personality on career adaptability has a path coefficient of 0.350 with a t-statistics of 5.304 and a p-value of 0.000. This indicates that proactive personality has a positive and significant effect on career adaptability, meaning that the more proactive a civil servant is, the higher their career adaptability.

The effect of proactive personality on thriving at work shows a path coefficient of 0.674 with a t-statistics of 14.933 and a p-value of 0.000. This result indicates that proactive personality has a positive effect on thriving at work, such that proactive civil servants tend to feel more developed and energized at work.

The effect of thriving at work on career adaptability has a path coefficient of 0.526 with a t-statistics of 8.224 and a p-value of 0.000. This proves that a higher level of thriving at work positively impacts career adaptability, meaning that civil servants who feel empowered and develop at work tend to be more capable of adapting to career changes. All direct effects tested in this study were significant at the 5% significance level (0.05), supporting the proposed hypotheses and indicating positive relationships among the variables.

Next, indirect effect testing was conducted to examine the role of the mediating variable in the relationship between the independent and dependent variables. The Path Coefficient Bootstrapping results for the indirect effect are shown in the table below.

Table 11. Path Coefficient Bootstrapping Results (Indirect Effect)

| Path Coefficient | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | Result |
|-----------------------------------------------------------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|---------------|
| Proactive Personality → Thriving at Work → Career Adaptability | 0.354 | 0.355 | 0.052 | 6.861 | 0.000 | Significant |

Primary Data, 2026

Based on Table 11, the indirect effect of proactive personality on career adaptability through thriving at work has a path coefficient of 0,354 with a t-statistics of 6.861 and a p-value of 0,000. This result indicates that the effect of proactive personality on career adaptability is partially explained through thriving at work, meaning that proactive civil servants tend to feel more developed and energized at work, which in turn increases their ability to adapt to career changes. It can be concluded that thriving at work functions as an intervening variable that strengthens the positive relationship between proactive personality and career adaptability, and this indirect effect is significant at the 5% significance level. Table 12 below explains the analysis procedure for the mediating role of thriving at work in the effect of proactive personality on career adaptability.

Table 12. Analysis Procedure for the Mediating Role

| | Indirect Effect | Direct Effect | Mediation Role |
|-----------------------------------------------------------------------|------------------------|----------------------|-----------------------------------|
| | P-value | P-value | |
| | P1.P2 | P3 | |
| Proactive Personality → Thriving at Work → Career Adaptability | 0,000 | 0,000 | Complementary (partial mediation) |
| Primary Data, 2026 | | | |

The testing results show that the indirect effect of proactive personality on career adaptability through thriving at work (P1.P2) yields a p-value of 0,000, which is less than 0.05; therefore, it can be concluded that thriving at work significantly mediates the relationship. The direct effect of proactive personality on career adaptability (P3) also shows a p-value of 0,000 (< 0.05), indicating that proactive personality has a positive and significant direct effect on career adaptability.

Based on these results, both the direct and indirect effects are significant. Therefore, thriving at work plays a partial mediating role with a complementary mediation type, meaning that the mediating variable complements and strengthens the effect of proactive personality on career adaptability without eliminating the direct effect between the two variables.

Conclusion

1. This study demonstrates that proactive personality has a positive and significant effect on the career adaptability of civil servants in administrative (implementing) positions within the Government of Bangli Regency. Proactive attitudes—reflected in initiative, willingness to assume roles, and efforts to improve working conditions—help employees adjust to career demands and career-related changes in the public-sector organizational context.
2. The study provides evidence that proactive personality has a positive and significant effect on thriving at work among civil servants in administrative (implementing) positions in the Government of Bangli Regency. Employees with stronger proactive tendencies report higher work energy and show greater willingness to learn and develop while performing their day-to-day tasks.
3. The findings indicate that thriving at work has a positive and significant effect on the career adaptability of civil servants in administrative (implementing) positions in the Government of Bangli Regency. Work conditions characterized by enthusiasm, vitality, and continuous learning enhance employees' capacity to cope with changing tasks, competency demands, and organizational dynamics.
4. This study confirms that thriving at work mediates the effect of proactive personality on career adaptability among civil servants in administrative (implementing) positions in the Government of Bangli Regency. This mediating role suggests that proactive dispositions become more effective in

strengthening career adaptability when employees experience a work context that supports ongoing growth and continuous learning

Managerial Implication

The findings of this study provide several important managerial implications for human resource management in the public sector, particularly within local government institutions. First, the significant effect of proactive personality on career adaptability suggests that public organizations should place greater emphasis on fostering proactive behavior among civil servants. Managers are encouraged to create work environments that allow employees to take initiative, propose improvements, and participate actively in problem-solving processes, even within bureaucratic structures that are typically characterized by rigid procedures and hierarchical decision-making.

Second, the positive relationship between proactive personality and thriving at work highlights the importance of managerial practices that support both vitality and continuous learning. Public sector managers should design jobs and workflows that balance administrative routines with opportunities for skill development, knowledge sharing, and task variation. Providing access to training programs, mentoring, and cross-functional assignments can help employees maintain energy and engagement, thereby strengthening their capacity to thrive at work.

Third, given the strong influence of thriving at work on career adaptability, managers should prioritize strategies that enhance employees' psychological well-being in addition to formal career management systems. Initiatives such as supportive leadership, recognition of individual contributions, and constructive feedback mechanisms can help sustain employees' sense of vitality. At the same time, structured learning opportunities—such as competency-based training, learning communities, and digital learning platforms—can facilitate continuous professional development and adaptive career behaviors.

Finally, the mediating role of thriving at work indicates that career adaptability cannot be effectively improved through individual traits alone but requires organizational support that enables proactive behaviors to translate into adaptive outcomes. Therefore, human resource policies in local government should integrate personality development initiatives with systemic interventions aimed at cultivating thriving work conditions. Such an integrated approach can enhance civil servants' readiness to adapt to policy changes, evolving job demands, and ongoing bureaucratic reforms, ultimately contributing to a more resilient and responsive public workforce.

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