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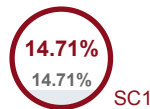
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Work Resilience Based on Career Experience, Employee Wellbeing, and Organizational Support as an Implementation of SDG's No. 8: Decent Work and Economic Growth

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**ARTICLE HISTORY** Received [xx Month xxxx] Revised [xx Month xxxx] Accepted [xx Month xxxx] Abstract The electricity generation industry plays a vital role in supporting economic growth and ensuring a stable energy supply. PT PLN (Persero) PLTU Asam Asam is one of the coal-fired power plants contributing significantly to the national electricity grid. Given the operational challenges and the need for workforce resilience in this sector, this study aims to examine the influence of career experience, employee well-being, and organizational support on work resilience among employees at PLTU Asam Asam. This research adopts a quantitative approach using multiple linear regression analysis. Data were collected through questionnaires distributed to employees involved in operations, maintenance, and management. The findings indicate that career experience and employee well-being significantly impact work resilience, whereas organizational support has a weaker but still significant influence. The study highlights that employees with extensive career experience and high well-being levels tend to have better work resilience. Moreover, strong organizational support contributes to employees' ability to adapt and overcome workplace challenges. The study provides insights into human resource management practices in the energy sector, emphasizing the importance of career development programs, employee well-being initiatives, and organizational support systems in enhancing workforce resilience.

**KEYWORDS** Career Experience; Employee Well-being, Organizational Support; Work Resilience; Sustainable Development Goals

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## Introduction

PT. PLN (Persero) Asam Asam PLTU is one of the power generation units operating in the electricity generation sector with a Steam Power Plant (PLTU) business model, which has a strategic role in meeting the electricity needs in Indonesia. Asam Asam PLTU, with a total peak load capacity of 386 MW, contributes around 260 MW or almost 67% of the total national peak load. Given its vital role, Asam Asam PLTU cannot stop operating due to its high dependence on electricity supply from this unit. Asam Asam PLTU Units 3 & 4 located in Asam Asam Village, Jorong District, Tanah Laut Regency, South Kalimantan, are also included in the 10,000 MW Power Plant Development Acceleration Program . Despite facing various technical obstacles during the construction process, this unit has successfully operated and made a significant contribution to the national electricity system.

In modern organizations, the success of corporate strategy execution is highly dependent on effective organizational support. Organizations that have good business processes, efficient work mechanisms, optimal human resource Employee Wellbeing, and clear and organized structures will be able to achieve the goals and targets of Work Resilience that have been set. Ineffectiveness in one of these elements can cause the organization to fail to achieve its goals (Brunetti et al., 2020).

One of the relevant perspectives in managing employee careers in organizations is the protean career perspective. This perspective views that careers are no longer tied to a particular organization or field of work. Instead, individuals are considered more responsible for their own career development by prioritizing flexibility and autonomy, rather than relying on the career management system in the organization (Chusna & Waskito, 2024). In this context, career experience becomes an important factor that influences individual career development in the organization.

In addition, employee well-being is also a very important factor in creating a healthy and productive work environment. Employee well-being does not only include job satisfaction, but also includes aspects of employee personal life and psychological well-being. Work well-being includes feelings of happiness, satisfaction, and low stress levels, all of which contribute to increasing employee motivation and work resilience (Islamiyah Katto & Pratama, 2023). In addition, well-being is also closely related to work resilience, namely individual employee well-being to survive and adapt to pressure or challenges in the workplace (Ocktafian, 2021).

Workplace well-being has a significant impact on work resilience and organizational sustainability. Other studies have shown that employee well-being

can increase productivity and job satisfaction, **which in turn will increase the** overall work resilience of the organization (Wisanggeni, Saputra, & Prasetyo, 2024). On the other hand, low employee engagement **can be at risk of** decreasing **employee motivation and job satisfaction, which has an impact on decreasing the organization's work resilience in the** long term (Ramadhan & Ekhsan, 2024).

The phenomenon of work resilience at the Asam Asam PLTU has unique challenges, along with specific factors that affect employees and the organization. One of them is the location of the PLTU which is far from the city center, namely in Asam Asam Village, Jorong District, Tanah Laut Regency, South Kalimantan. This long distance can affect the comfort of life, accessibility, and social welfare factors for employees who work there. Many employees come from outside the area, including immigrants who must adapt to a new environment far from their families and relatives. This factor adds to the emotional and physical burden for employees, but also tests their resilience in facing challenges (Ramadhan & Ekhsan, 2024). In addition, Asam Asam PLTU is the only steam-powered power plant in South Kalimantan, making it vital for electricity in the region. High dependence on this unit creates greater pressure for employees, who must ensure that the unit's operations continue to run without interruption. In dealing with this pressure, the ability to survive and adapt (work resilience) becomes very important for every individual in this work environment (Liang & Cao, 2021). Asam Asam PLTU employees also face challenges related to employee rotation and tenure factors. Employees with more than five years of service, especially those with more than seven to ten years of experience, have a key role in maintaining operational stability. Their experience greatly influences their ability to survive in stressful and challenging situations. However, more junior employees or those who have just joined from outside the region may face greater difficulties in adapting to a demanding work environment that requires higher mental and physical resilience. In addition, local social and cultural factors also influence work resilience. The process of adapting to local culture, as well as the challenges of living in more remote areas, can be factors in shaping employee work resilience. For employees who come from outside the area, cultural differences and social distance can be sources of stress that affect their well-being and resilience at work.

Table 1. Distribution of Employees Based on Position and Length of Service

No.	Category	Number of employees
1	Structural Position	33
2	Senior Position	125
3	Work Period > 5 years	176
4	Work Experience > 7 years	173
5	Work Period > 10 years	125
6	Work period > 7 years and Senior Position	129
7	Work period > 10 years and Senior Position	114
Total of All Employees		183

Employees who have structural or senior positions (33 people and 125 people) have greater responsibilities and more experience in facing work challenges. This position can play a role in determining the level of work resilience, because they may face more pressure and problems that require high resilience.

Employees with more than 5 years of service (176 people) and the number of employees with more than 7 years of service (173 people) or 10 years of service (125 people) are also quite significant. Employees with longer service may be better able to manage stress and work challenges.

From the data in Table 1, it can be seen that **there is a relationship between long work period and** senior position. For work period of more than 7 years, there are 129 employees in senior positions, while for **work period of more than 10 years**, there are 114 employees in senior positions. Employees with this criteria **have a higher level of** resilience, given their extensive work experience and greater level of responsibility.

**This study aims to examine the** influence of career experience, employee well-being, and organizational support on employee work resilience at Asam Asam PLTU. As the only generating unit at Asam Asam PLTU, this study is expected to provide insight into better human resource management in supporting organizational Work Resilience and improving employee welfare in energy generating companies. Based on the description above, the author is interested in analyzing " Work Resilience Based on Career Experience, Employee Wellbeing, and Organizational Support as an Implementation of SDG's Number 8: Decent Work and Economic Growth ".

Literature review

Career Experience

Career Experience indicators include education, training, job transfers and promotions (Naibaho et al., 2022). The focus of this study is the activity of expanding tasks/work horizontally (job enlargement), enriching tasks vertically (job enrichment), position rotation, promotion, and increasing competence and capabilities through training and development programs (Rizky, Puterisari, & Yustisi, 2023). Career development is an employee activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally (Muchtadin, 2023).

Various examples of HR practices that have been widely implemented in various companies have been proven to increase employee resilience, which of course is adjusted to the needs and Employee Wellbeing of each company. An article analyzing the dynamics of the public sector workplace in a disruptive pandemic environment, a survey collected from civil servants across South Korean ministries in the public sector, showed that the average workload and work intensity increased by 13% to 15% after the outbreak, while the proportion of employees with increased workload/work intensity in each Ministry of Public Organizations varied from 10% to 80% (Jaskeviciute, Stankeviciene, Diskiene, & Savicke, 2021). A randomized survey experiment found that exposure to HR practices that increase resilience had a statistically significant impact on employee perceptions of workload/work intensity (Umasangaji, Alam, & Sultan, 2022).

Overall, the implications of these findings for practitioners are that the careful design and implementation of a 'bundle' of human resource practices will result in a better work environment, leading to the development of a more resilient workforce. It can be concluded that HR who have skills and knowledge development in their careers will have stronger resilience (Prasasti, Intan. Ameli; Sitohang, Heseikel; Fauziah, 2022). Here are the indicators to measure career experience:

1. Opportunities for transfer and promotion: move to another position within the organization, either horizontally (between divisions) or vertically (with higher responsibilities).
2. Training and competency development: Refers to training programs, certification, and technical and soft skill competency development provided by the company.
3. Open career opportunities: It is the organization's openness in providing and informing career opportunities fairly to all employees.
4. Opportunities for increasing experience for career advancement: Opportunities provided by the company to gain work experience

5. Support from management: Describes the extent to which leadership or management supports employee career development and well-being.

#### Employee Wellbeing

Wellbeing and resilience are essential to develop efficient problem-solving skills, build and maintain interpersonal relationships and set realistic goals, all of which will enhance individual Employee Wellbeing to perform and contribute meaningfully to their work. Resilience is closely related to wellbeing as well as personal development, and developing resilience in some people will help them enter the ideal world postulated by positive psychology (Islaha & Kadiyono, 2023).

Employees with high subjective well-being will be satisfied with their jobs and experience more positive emotional experiences and less negative emotional experiences (Hanifah, Sari, & Krisdayanti, 2024). This can lead to feelings of happiness, which have an impact on good work outcomes. In recent years, the shift in focus of work-life practices towards employee health and wellbeing has sparked interest in psychological capital and resilience in many organizations. Practices that improve wellbeing and work-life balance can improve employee resilience (Yusrin & Kurniaty, 2023). Here are the indicators to measure Employee Wellbeing:

1. Satisfaction and happiness at work: Is a feeling of satisfaction and happiness felt by employees towards their work, including the environment, salary, and work relationships.
2. Role of superiors at work: Is a feeling of satisfaction and happiness felt by employees towards their work, including the environment, salary, and work relationships.
3. Achievement at work: Is an individual's achievement of certain targets or work results that show contribution and competence in the organization.
4. Involvement with others: Active participation in a team or positive work relationships with coworkers, which encourages cooperation and a sense of belonging.
5. Comfortable with yourself: A feeling of confidence and calm in carrying out tasks and accepting yourself in the work environment.

H2: Employee wellbeing has an effect on work resilience.

#### Organizational Support

Organizational Support is the employee's perception of the extent to which the organization values their contributions and cares about their well-being. Organizational support has been shown to play an important role in improving employee Work Resilience, commitment, and well-being.

Organizational support received by employees increases feelings of being valued and accepted, which in turn strengthens their sense of commitment to the organization (Sianipar & Welly, 2024). This has a direct impact on the level of employee job satisfaction and psychological well-being. In the energy sector, especially in PLTU, safety risk management supported by regular training and psychosocial support systems can help improve employee work resilience in facing dangerous work situations (Hasanah et al., 2023).

Work Resilience in PLTU can be seen from the Employee Wellbeing of workers to overcome stress and physical challenges in their work. Social support from co-workers and leaders who pay attention to mental well-being and safety greatly affects the work resilience of employees (Dinarwati & Eflina Purba, 2023). In a stressful work situation like this in PLTU, resilience not only helps employees to survive challenges, but also encourages them to improve Work Resilience and work safety (Yustin, 2022).

Organizations that support employees' mental and physical well-being through programs such as self-development training, psychological support, and work flexibility can help build resilience. Recognition of achievements and strengthening social support in the workplace can improve individual Employee Wellbeing to adapt to job changes and maintain emotional balance amidst pressure (Fadillah, 2024). A study highlighted that leaders who are emotionally supportive and provide opportunities for employees to develop their skills can reduce the negative impact of stress and work burnout, as well as strengthen their mental resilience (Jurnal & Mea, 2024).

In many cases, PLTU requires special attention to the physical and mental well-being of employees who are exposed to high risks (Kerja, Kerja, & Lingkungan, 2024). This is in line with research findings that found that providing training programs supported by strong work safety policies, as well as awards for employee achievements, can increase their resilience in dealing with heavy work pressures in the energy industry sector. Here are the indicators to measure Organizational Support:

1. Managerial support: Support provided by managers to employees, such as direction, feedback, motivation, and assistance in completing tasks or overcoming work problems.
2. Facilities and resources: Facilities and tools provided by the company to support employee performance, such as work equipment, comfortable workspaces, technology, and access to information.
3. Rewards and recognition: Awards or compensation for employee achievements, both in financial (bonuses, incentives) and non-financial (recognition, certificates, promotions).
4. Employee welfare: The company's efforts to maintain employee welfare, such as health benefits, work safety, work-life balance programs, and counseling.
5. Job security: Employees' sense of security regarding the sustainability of their jobs, including contract certainty, company stability, and clarity of employment status.

H3 : Organizational support has an effect on work resilience.

#### Work Resilience

Work Resilience is an individual's ability to effectively cope with and bounce back from challenges and stresses in the work environment, through the use of technical and interpersonal skills, relevant knowledge, and the application of positive work attitudes such as perseverance, flexibility, and optimism (Ojo, Fawehinmi, & Yusliza, 2021). This resilience includes psychological, emotional, and behavioral aspects that enable a person to remain productive even in stressful working conditions. Improving employee work resilience at the Asam-Asam PLTU is not only important for individual well-being, but also plays a role in maintaining operational continuity and preventing work accidents that could have systemic impacts. Here are the indicators to measure Work Resilience:

1. Emotional control: The ability of an individual to manage and control emotions in difficult situations in order to remain clear-headed and act professionally.
2. Optimistic and never give up attitude: A positive attitude and belief that challenges can be overcome, accompanied by perseverance in the face of failure or work pressure.
3. Employee Wellbeing in solving problems: the physical and mental condition of employees who are healthy so that they are able to face and solve work problems effectively and without excessive stress.
4. Feeling the condition of others: The ability to empathize, namely understanding and feeling the feelings or situations of coworkers to build good social



- relationships in the workplace.
5. Self-efficacy: A person's confidence in their ability to complete tasks or achieve set goals.
6. Work performance: The level of employee success in carrying out tasks, responsibilities, and achieving work targets according to organizational standards.
7. Desire to socialize: The desire of individuals to interact and build social relationships with coworkers, which can improve collaboration and a positive work atmosphere.

Figure 1. Research Framework

Methods

This research was conducted at Asam Asam PLTU, with the research subjects being all employees directly involved in the operation, maintenance, and management at Asam Asam PLTU . This type of research is associative quantitative, namely **to explain the relationship between the** variables studied and analyze their influence on work resilience and career satisfaction (Hermawan & Hariyanto, 2022).

The data collection **technique used in this study was** a questionnaire. In this study, **data collection was carried out directly by distributing questionnaires to respondents.** To maintain confidentiality, the questionnaire was distributed directly via a Google Sheet link. The population in this study was 183 employees working at the Asam Asam PLTU. **This study used a purposive sampling technique. Purposive sampling** is sampling using several specific considerations according to the desired criteria to determine the number of samples to be studied (Hermawan & Hariyanto, 2022).

According to experts for correlation research using statistical tests such as Pearson correlation coefficient, the number of samples is recommended between 50 to 100 respondents. The criteria for selecting respondents are based on a minimum work period of 10 years to be relevant to the topic being studied. Based on these criteria, 125 people were obtained as research samples.

To test the relationship between variables, this study will use SEM PLS to see the linear relationship between independent variables (career experience, employee wellbeing, organizational support) and dependent variables (work resilience).

Results

In this study, one of the data collection uses a questionnaire . The number of responses received was 125 answers from respondents. The following are the characteristics of respondents.

Table 2. Respondent Gender Characteristics Asam Asam Steam Power Plant

	Frequency	Percent
Valid Male	125	100.0

Source: Processed Primary Data, 2025

Based on the data obtained regarding the characteristics of the gender of respondents at the Asam Asam PLTU, all respondents involved in this study were male. This is indicated by the frequency of 125 respondents or 100% of the total respondents. **Thus, it can be concluded that there was no** participation from female respondents in this study. This finding may reflect that the work environment at the Asam Asam PLTU is dominated by men, with the nature of work in the power generation sector which generally requires workers with high technical and physical skills.

Table 3. Characteristics of Respondents ' Working Period Asam Asam Steam Power Plant

	Frequency	Percent
Valid 10 11	8.8	
11-15	104	83.2
16-20	7	5.6
21 &gt;	3	2.4
Total	125	100.0

Source: Processed Primary Data, 2025

Based on the data on the characteristics of the respondents' work period at the Asam Asam PLTU, the majority of respondents, namely 104 people (83.2%), have a work period of between 11 and 15 years. This shows that most of the workforce at the Asam Asam PLTU has quite a long work experience, which can contribute to the stability and expertise in the operation of the power plant. Meanwhile, 11 respondents (8.8%) have a work period of 10 years, and 7 respondents (5.6%) have a work period of 16-20 years. In addition, there are 3 respondents (2.4%) with a work period of more than 21 years, which represents the most senior group of workers. Overall, this distribution of work period indicates that the workforce at the Asam Asam PLTU is dominated by workers with medium to long work experience, with only a few new and senior workers.

Table 4. Age Characteristics / Age Respondents Asam Asam Steam Power Plant

	Frequency	Percent
Valid 29-30	32	25.6
31-35	82	65.6
36-40	7	5.6
41 &gt;	4	3.2
Total	125	100.0

Source: Processed Primary Data, 2025

Based on characteristic data age respondents at the Asam Asam PLTU , the majority power Work is at in range age 31-35 years , namely as many as 82 people (65.6%). This is show that part big worker is at in phase age mature productive , which is generally own experience enough work as well as level maturity optimal professional . Apart from that , there were 32 respondents (25.6%) who were aged between 29-30 years old , which is likely big is power work that has been done own experience a number of years in industry this . While Therefore , there were 7 respondents (5.6%) aged 36-40 years , and 4 respondents (3.2%) aged more of 41 years , which is group power more senior work and potential own experience longer work

In general overall , distribution age This indicates that power work at Asam Asam PLTU dominated by workers aged 31-35 years , with amount power Work relatively young and senior more a little bit . This is can reflects recruitment strategies and policies more companies Lots recruiting power Work in

age productive medium .

Table 5. Characteristics of Respondents ' Employee Status Asam Asam Steam Power Plant

	Frequency	Percent
Valid	Work Assignment from PLN	125 100.0
Total	125	100.0

Source: Processed Primary Data, 2025

Based on the data on the characteristics of the employee status of respondents at the Asam Asam PLTU, almost all of the workforce, namely 125 people (100.0%), are employees with the status of Work Task from PLN. This shows that the majority of workers at the Asam Asam PLTU are workers assigned directly by PLN, who are most likely to have ties to the policies, operational standards, and management of the parent company. Overall, the distribution of employee status shows that the Asam Asam PLTU operates with a workforce structure dominated by Work Task employees from PLN.

Table 6. Respondents ' Education Characteristics Asam Asam Steam Power Plant

	Frequency	Percent
Valid	High School/Vocational School	67 53.6
	D1/D2/D3	18 14.4
	D4/S1	39 31.2
	S2	1 0.8
Total	125	100.0

Source: Processed Primary Data, 2025

Based on data on the educational characteristics of respondents at the Asam Asam PLTU, the majority of workers have a high school/vocational high school education background, which is 67 people (53.6%). This shows that half of the workforce at the Asam Asam PLTU comes from vocational or general high school graduates, who are most likely to play a role in technical operations and fieldwork. In addition, there are 18 respondents (14.4%) who have D1/D2/D3 education, who generally have more specific technical skills and can support technical and administrative aspects in power plants. Meanwhile, 39 respondents (31.2%) have D4/S1 education, indicating that more than a third of the workforce has completed higher education with an applied or academic bachelor's degree. Only 1 respondent (0.8%) had a Masters degree, indicating that the workforce with postgraduate education is very small, likely more at the managerial or strategic planning level. Overall, the distribution of education levels indicates that the workforce at Asam Asam PLTU is dominated by high school/vocational high school and D4/S1 graduates, reflecting the need for workers with strong technical and operational skills. While the number of workers with D3 and S2 education is relatively smaller, this indicates that the need for specific experts or managerial levels may be more limited compared to operational workers in the field.

Measurement Model Analysis (Outer Model)

**This research model will be analyzed using the Partial Least Square (PLS) method and assisted by SmartPLS 3.0 software. PLS is an alternative method of Structural Equation Modeling (SEM) that can be used to overcome problems in the relationship between very complex variables but the data sample size is small (30-100 samples).**

Instrument Validity Test

Validity test is to **measure whether a questionnaire is valid or not**. As explained in the research methodology, **to test whether a measuring instrument is valid or not, a statistical approach is** used, namely through the correlation coefficient value of the statement item score with its total score. **A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire** and have a validity coefficient value that is greater than the predetermined critical value.

1. Convergent Validity

Validity test is conducted by using measurement evaluation (outer) model, namely by using convergent validity, the magnitude of loading factor for each >0.7 for the intended variable. The image below is a construct model of this study that has been processed using SEM PLS, then it will be analyzed based on the loading factor value in the indicators in each variable.

Figure 2. Construct Model

Source: Processed Primary Data (2025)

The image above shows the results of the loading factor calculation and the results obtained show that the loading factor values of the instruments X2.5, Y4, Y5 and Y7 are eliminated on the instrument. For more details, see the following table.

Table 7. Outer Loading Value of Construct

Variables Indicator	Loading Factor	Information
Career Experience	X1.1 0, 743	Valid
	X1.2 0, 813	Valid
	X1.3 0, 872	Valid
	X1.4 0, 841	Valid
	X1.5 0, 790	Valid
Employee Wellbeing	X2.1 0, 812	Valid
	X2.2 0, 910	Valid
	X2.3 0, 889	Valid
	X2.4 0, 812	Valid
	X2.5 0, 684	Invalid
Organizational Support	X3.1 0, 876	Valid
	X3.2 0, 837	Valid
	X3.3 0, 837	Valid
	X3.4 0, 872	Valid
	X3.5 0, 709	Valid



Work Resilience	Y1	0,828	Valid
Y2	0,797	Valid	
Y3	0,847	Valid	
Y4	0,683	Valid	
Y5	0,699	Valid	
Y6	0,776	Valid	
Y7	0,695	Valid	

Source: Processed Primary Data (2025)

The following are the results of the model that has been eliminated from the instrument, the model is as follows:

Figure 3. Construct Model

Source: Processed Primary Data (2024)

The image above shows **the results of the loading factor calculation and the results obtained show that the loading factor value** of the instrument X3.5, then elimination is carried out on the instrument. For more details, see the following table.

Table 8. Outer Loading Value of Construct

Variables	Indicator	Loading Factor	Information
Career Experience	X1.1	0,740	Valid
	X1.2	0,814	Valid
	X1.3	0,874	Valid
	X1.4	0,840	Valid
	X1.5	0,791	Valid
Employee Wellbeing	X2.1	0,866	Valid
	X2.2	0,917	Valid
	X2.3	0,910	Valid
	X2.4	0,881	Valid
Organizational Support	X3.1	0,801	Valid
	X3.2	0,877	Valid
	X3.3	0,845	Valid
	X3.4	0,873	Valid
	X3.5	0,699	Invalid
Work Resilience	Y1	0,871	Valid
	Y2	0,856	Valid
	Y3	0,897	Valid
	Y6	0,730	Valid

Source: Processed Primary Data (2025)

The following are the results of the model that has been eliminated from the instrument, the model is as follows:

Figure 4. Construct Model

Source: Processed Primary Data (2025)

The image above **shows the results of the loading factor calculation and the results obtained show that the loading factor value is above 0.70, so that the indicator has met the requirements of convergent validity and has the required validity based on the rule of thumb** used according to **what has been tested previously**. For more details, see the following table.

Table 9. Outer Loading Value of Construct

Variables	Indicator	Loading Factor	Information
Career Experience	X1.1	0,739	Valid
	X1.2	0,813	Valid
	X1.3	0,874	Valid
	X1.4	0,841	Valid
	X1.5	0,792	Valid
Employee Wellbeing	X2.1	0,867	Valid
	X2.2	0,916	Valid
	X2.3	0,910	Valid
	X2.4	0,882	Valid
Organizational Support	X3.1	0,820	Valid
	X3.2	0,899	Valid
	X3.3	0,869	Valid
	X3.4	0,883	Valid
Work Resilience	Y1	0,875	Valid
	Y2	0,865	Valid
	Y3	0,901	Valid
	Y6	0,711	Valid

Discriminant validity is to test that the measuring instrument accurately measures the construct being measured, not other constructs. Loading factor and the results obtained show that the loading factor value is above 0.70, so that the indicator has met the requirements of convergent validity.

2. Average Variance Extracted (AVE)

To evaluate discriminant validity, it can be seen using the AVE (Average Variance Extracted) method for each construct or latent variable. The model has better discriminant validity if the square root of AVE (Average Variance Extracted) for each construct is greater than the correlation between the two constructs in the model.

Figure 5. AVE (Average Variance Extracted) Value

Source: Processed Primary Data (2024)

Based on the table above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value > 0.50. Therefore, there is no convergent validity problem in the model being tested.

Instrument Reliability Test

1. Composite Reliability

After testing the construct validity, the next test is the construct reliability test measured by Composite Reliability (CR) from the indicator block that measures the construct. CR is used to display good reliability. A construct is declared reliable if the composite reliability value is > 0.6. According to Hair et al. (2014) the composite reliability coefficient must be greater than 0.7 although a value of 0.6 is still acceptable. However, the internal consistency test is not absolute to be carried out if the construct validity has been met, because a valid construct is a reliable one, conversely a reliable construct is not necessarily valid. Based on the table above, the results of the composite reliability test show a value > 0.6, which means that all variables are declared reliable.

2. Cronbach's Alpha The reliability test with the composite reliability above can be strengthened by using the cronbach alpha value . A variable can be declared reliable or meets the cronbach alpha if it has a cronbach alpha value > 0.7. 5 The following are the cronbach alpha values of each variable. Based on the data presentation above, it can be seen that the cronbach alpha value of each research variable is > 0.7. Thus, these results can indicate that each research variable has met the cronbach alpha value requirements, so it can be concluded that all variables have a high level of reliability. The conclusion for the outer model analysis in this study is that all indicators have met the validity and reliability requirements so that they can be continued with the inner model analysis.

Structural Model Analysis (Inner Model)

The R square (R2) value is a measure of the proportion of variation in the value of the influenced variable that can be explained by the influencing variable. If a study uses more than two independent variables, then the adjusted r-square (adjusted R2) is used. The adjusted r square value is a value that is always smaller than r square. The R2 value approaches 1, with the value limit criteria divided into 3 classifications, namely (Jamal Maulana Hudin, Yusti Farlina & Denny Pribadi, 2018):

1. If the R2 value = 0.67 the model is substantial (strong)
  2. If the R2 value = 0.33, the model is moderate.
  3. If the R2 value = 0.19 the model is weak (bad)
- In this study, the adjusted r-square value (adjusted R2) was used, because it has more than two independent variables.

Table 10. R-Square Test Results

Square Value Information

Career Experience , Employee Wellbeing and Organizational Support for Work Resilience 0.733 Strong

Source: Processed Data, 2025

The Influence of Career Experience , Employee Wellbeing, and Organizational Support on Work Resilience. The R-Square value of 0.733 indicates that 73.3% of the variation in Work Resilience can be explained by a combination of the variables Career Experience , Employee Wellbeing, and Organizational Support. This value is in the strong category, which means that the model has a good ability to explain the relationship between the independent variables and the dependent variable.

Hypothesis Testing

Hypothesis testing is carried out based on the results of the Inner Model (structural model) test which includes r-square output , parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among others, by considering the significance value between constructs, t-statistics, and p-values . Hypothesis testing of this study was carried out with the help of software SmartPLS (Partial Least Square) 3.0. These values can be seen from the bootstrapping results . The rules of thumb used in this study are t-statistics > 1.96 with a significance level of p-value 0.05 (5%) and a positive beta coefficient. The value of the hypothesis testing of this study can be shown in the table below and the results of this research model can be described as shown in the following figure:

Figure 6. Bootstrapping Construct Model

Source: Processed Primary Data (2025)

Hypothesis :

1. The X1 Career Experience variable obtained a sig. value = 0.000 (Sig. Value < 0.05) and also had a t-count value of 6.339 which was greater than the t-table value of 1.96, thus it can be seen that the Career Experience variable has an effect on the Work Resilience variable.
2. The variable X2 Employee Wellbeing obtained a sig. value = 0.012 (Sig. Value < 0.05) and also has a t-count value of 2.512 which is greater than the t-table value of 1.96, thus it can be seen that the Employee Wellbeing variable has an effect on the Work Resilience variable.
3. Variable X3 Organizational Support obtained a sig. value = 0.000 (Sig. Value < 0.05) and also has a t-count value of 13.902 which is greater than the t-table value of 1.96, thus it can be seen that the Organizational Support variable has an effect on the Work Resilience variable.

## DISCUSSION

### The Influence of Career Experience on Work Resilience

**The results of the analysis show that** career experience has a significant influence on work resilience. This positive relationship indicates that individuals who have more experience in their careers tend to be better able to adapt to change, manage work pressure, and face challenges more effectively. This means that, partially, career experience directly contributes to an employee's ability to survive and thrive in a dynamic and stressful work environment. This shows that the experience gained from various previous work situations can be a provision for individuals in facing various challenges in the future.

Indicator Opportunities for transfer and promotion create a sense of hope and motivation in employees. When employees see opportunities for growth in the workplace, they are better able to withstand pressure because they have long-term goals. This strengthens resilience because individuals are more focused on achievement **and do not give up easily in the face of** daily challenges.

Training increases employees' adaptive abilities to changing work situations, such as the use of new technology or handling emergency situations.

Technical and psychological competencies strengthened through training help employees feel more prepared and confident, which are key components in building work resilience.

Indicator Open Career Opportunities or Transparency in career paths provide a sense of fairness and control over the future of work. This is important for resilience because employees feel valued and have the opportunity to develop based on effort and ability, not because of external or discriminatory factors.

Indicator Opportunities for Increased Experience for Career Advancement or Cross-field work experience or challenging projects strengthen employees' adaptive capacity, both in technical and emotional aspects. The more experience gained, the more resilient employees are in dealing with pressure, because they have gone through various complex work situations.

Support from Management indicators or Support from superiors and management, such as clear direction, positive feedback, and protection of work safety, create a sense of psychological security. This sense of security is an important foundation for employees to remain resilient, motivated, and not easily discouraged even in high-risk and high-pressure work situations such as in PLTU.

These five factors synergistically strengthen work resilience by providing structural, emotional, and personal development support for Asam-Asam PLTU employees. **The results of this study are supported by previous research** (Cheng & Kao, 2022; Piotrowski, Sygit-Kowalkowska, Boe, & Rawat, 2022). However, these results were rejected by previous research (Asmanto, 2024).

### The Influence of Employee Wellbeing on Work Resilience

**The results of the analysis show that** employee well-being has a significant influence on work resilience. **This means that the better the** well-being felt by employees, the greater their ability to face challenges and pressures at work. This means that when employees feel well-being-both physically, mentally, and emotionally-they are better able to deal with work pressure and survive in difficult conditions.

The Job Satisfaction and Happiness Indicator reflects a positive psychological condition that strengthens employees' mental resilience. In the challenging work environment of the PLTU, employees who feel satisfied and happy tend to be more resilient, because they have strong internal motivation to remain productive even when facing high work pressure such as night shifts or technical risks.

The Support and Leadership Indicator of Superiors plays an important role in creating a supportive work climate. PLTU employees who feel appreciated and guided by their superiors will be better able to face difficult situations and recover quickly from stress. This strengthens the resilience aspect through external support and a sense of psychological security.

The Success or Achievement Indicator of Work provides a sense of competence and self-empowerment. At the Asam-Asam PLTU, achievement in completing operational tasks or maintenance projects will increase self-efficacy, which is a core component of work resilience, because employees feel capable of overcoming the next challenge.

The Interaction and Collaboration Indicator with Coworkers creates social support that is very important in work resilience. In a team-based work system such as at the PLTU, this involvement allows mutual assistance in solving technical problems and maintaining work enthusiasm when facing operational pressure, which strengthens collective and individual resilience.

The Comfort with Self indicator reflects emotional stability and self-acceptance, which are important for maintaining resilience when facing pressure or conflict. Employees who are comfortable with themselves are better able to manage stress and maintain performance in challenging work conditions such as at the PLTU. These five factors support each other in forming the work resilience of PLTU Asam-Asam employees, so that they are able to survive, adapt, and continue to perform in a dynamic and high-risk work environment.

**The results of this study are supported by previous research** (Asmanto, 2024; Lu, Zhang, Yang, & Wang, 2023).

### The Influence of Organizational Support on Work Resilience.

**The results of the analysis show that** organizational support **has a significant influence on** work resilience. Although the coefficient value is smaller than other variables, these results still show that organizational support plays a role in helping employees face work challenges better. This shows that partially, organizational support has a significant influence on employee work resilience. This means that when employees feel supported by the organization, they will be better able to survive work pressure, adapt to change, and maintain their performance in challenging situations.

Supportive Management Indicators create a psychologically safe work environment, where employees feel heard, valued, and guided when facing challenges. Relatedness, Increases self-confidence and a sense of security, so that employees are more resilient in dealing with work pressure and operational risks at the PLTU.

Facilities and Resources Indicators such as the availability of adequate work tools, rest rooms, occupational safety equipment (K3), and access to operational information affect work effectiveness. Relatedness, Adequate facilities reduce technical and physical stress, allowing employees to focus more and recover quickly from heavy workloads.

Reward and Recognition Indicators such as Recognition of performance and contribution through incentives, certificates, or promotions strengthen self-esteem and loyalty. Relatedness, Increases employee motivation and fighting spirit to remain productive and positive even in challenging work situations. Employee Welfare Indicators, include financial aspects, health, work-life balance, and psychological support. Maintained well-being makes employees more mentally and physically prepared to face pressure or rapid work changes in the PLTU environment.

Job Security Indicators make employees who feel secure more focused on performance and more resilient to stress, because they are not burdened by the fear of losing their jobs.

These five factors directly support the formation of work resilience-namely the capacity of Asam-Asam PLTU employees to survive, adapt, and recover from work pressure or crises.

**The results of this study are supported by** previous research (Asmanto, 2024; Pardamean, 2022; Pardiman & Slamet, 2023).

## **Conclusion**

**From the results of the analysis** conducted, **it can be concluded that** career experience, employee welfare, and organizational support **have a significant influence on the** work resilience of Asam-Asam PLTU employees. Each factor contributes to forming work resilience that allows employees to survive, adapt, and continue to perform in a stressful and high-risk work environment.

Career Experience plays an important role in increasing work resilience. Employees with more experience tend to be better able to deal with change, manage work pressure, and face challenges more effectively. Indicators such as opportunities for transfer and promotion and training increase employees' adaptability in dealing with changes in the workplace, and create hope and motivation to grow. Employee Welfare also has a major influence on work resilience. Employees who are satisfied and happy with their jobs are better able to face challenges, because of their good physical, mental, and emotional conditions. Support and leadership from superiors and collaboration with coworkers strengthen employee work resilience by creating a supportive work climate and helping each other in dealing with difficult situations. Organizational Support shows that factors such as managerial support, facilities and resources, rewards and recognition, employee welfare, and job security play a direct role in increasing employee work resilience.

Organizations that support employees by providing adequate facilities, fair rewards, and maintaining job security and well-being create a sense of security that is essential for employees to stay focused and resilient in carrying out their duties.

Overall, the combination of career experience factors, employee well-being, and organizational support form a strong foundation for increasing work resilience in the Asam-Asam PLTU environment. Therefore, companies need to continue to pay attention to and optimize these factors to improve employee resilience and performance in facing challenges and changes that continue to develop.