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From Organizational Support to Career Satisfaction: Psychological Empowerment and Work Engagement as Parallel and Sequential Mediators

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Abstract: This study examines the effect of perceived organizational support on career satisfaction among secretariat employees of the Provincial and Regency/City General Election Commissions (KPU) of West Sumatra, and tests psychological empowerment and work engagement as sequential (serial) mediators rather than as two independent, parallel pathways. This article re-estimates a broader parallel-mediation model by adding a path from psychological empowerment to work engagement, allowing a direct test of whether empowerment operates, in part, as a precursor to engagement. Data were collected from 189 civil servants through a Likert-scale questionnaire and analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS) with a bootstrapping procedure of 500 resamples. The results show that perceived organizational support has a positive and significant effect on career satisfaction ($\beta = 0.446$; $t = 5.876$; $p < 0.001$), on psychological empowerment ($\beta = 0.681$; $t = 13.180$; $p < 0.001$), and on work engagement ($\beta = 0.579$; $t = 9.808$; $p < 0.001$). Psychological empowerment significantly predicts both work engagement ($\beta = 0.334$; $t = 5.718$; $p < 0.001$) and career satisfaction ($\beta = 0.341$; $t = 4.211$; $p < 0.001$), whereas work engagement does not significantly predict career satisfaction ($\beta = 0.113$; $t = 1.358$; $p = 0.175$). Psychological empowerment mediates the effect of perceived organizational support on career satisfaction (specific indirect effect $\beta = 0.232$; $t = 3.533$; $p < 0.001$), constituting complementary (partial) mediation, whereas work engagement does not mediate this relationship ($\beta = 0.065$; $t = 1.336$; $p = 0.182$). Work engagement likewise does not mediate the effect of psychological empowerment on career satisfaction ($\beta = 0.038$; $t = 1.315$; $p = 0.189$), and the full serial pathway from organizational support through both mediators is likewise not significant ($\beta = 0.026$; $t = 1.324$; $p = 0.186$). These findings indicate that organizational support translates into career satisfaction primarily through employees' psychological empowerment, while work engagement, although strongly fostered by both organizational support and empowerment, does not by itself translate into greater career satisfaction in this setting.

Keywords: Perceived Organizational Support, Psychological Empowerment, Work Engagement, Career Satisfaction, Serial Mediation

Indonesian Abstract: Penelitian ini menguji pengaruh persepsi dukungan organisasi terhadap kepuasan karir pada pegawai Sekretariat Komisi Pemilihan Umum (KPU) Provinsi dan Kabupaten/Kota se-Sumatera Barat, serta menguji pemberdayaan psikologis dan keterlibatan kerja sebagai mediator berurutan (serial), bukan sebagai dua jalur paralel yang berdiri sendiri. Artikel ini mengestimasi ulang model mediasi paralel yang lebih luas dengan menambahkan jalur dari pemberdayaan psikologis menuju keterlibatan kerja. Data dikumpulkan dari 189 pegawai negeri sipil melalui kuesioner skala Likert dan dianalisis menggunakan Structural Equation Modeling–Partial Least Square (SEM-PLS) dengan prosedur bootstrapping 500 subsampel. Hasil penelitian menunjukkan bahwa persepsi dukungan organisasi berpengaruh positif dan signifikan terhadap kepuasan karir ($\beta = 0,446$; $t = 5,876$; $p < 0,001$), terhadap pemberdayaan psikologis ($\beta = 0,681$; $t = 13,180$; $p < 0,001$), dan terhadap keterlibatan kerja ($\beta = 0,579$; $t = 9,808$; $p < 0,001$). Pemberdayaan psikologis berpengaruh signifikan terhadap keterlibatan kerja ($\beta = 0,334$; $t = 5,718$; $p < 0,001$) dan terhadap kepuasan karir ($\beta = 0,341$; $t = 4,211$; $p < 0,001$), sedangkan keterlibatan kerja tidak berpengaruh signifikan terhadap kepuasan karir ($\beta = 0,113$; $t = 1,358$; $p = 0,175$). Pemberdayaan psikologis memediasi pengaruh persepsi dukungan organisasi terhadap kepuasan karir ($\beta = 0,232$; $t = 3,533$; $p < 0,001$), yang tergolong mediasi komplementer (parsial), sedangkan keterlibatan kerja tidak memediasi hubungan tersebut ($\beta = 0,065$; $t = 1,336$; $p = 0,182$). Keterlibatan kerja juga tidak memediasi pengaruh pemberdayaan psikologis terhadap kepuasan karir ($\beta = 0,038$; $t = 1,315$; $p = 0,189$), dan jalur mediasi serial penuh melalui kedua mediator juga tidak signifikan ($\beta = 0,026$; $t = 1,324$; $p = 0,186$).

Keywords: Persepsi Dukungan Organisasi, Pemberdayaan Psikologis, Keterlibatan Kerja, Kepuasan Karir, Mediasi Serial

INTRODUCTION

Career satisfaction is an individual's subjective evaluation of progress, achievements, and the extent to which career goals have been met, whether related to income, promotion opportunities, or skill development (Greenhaus et al., 1990). Employees with a high level of career satisfaction tend to show better loyalty, work motivation, and organizational commitment compared with employees who experience career dissatisfaction (Adegboye et al., 2021).

Employees of the Provincial and Regency/City KPU Secretariats in West Sumatra carry out administrative and technical responsibilities in support of election administration, work that is characterized by a narrow and hierarchical career structure, a promotion mechanism that is not always transparent, sharply fluctuating workloads tied to the electoral cycle, and limited opportunities for long-term competency development. These conditions create a plausible risk of career dissatisfaction unless offset by adequate organizational support, positive psychological states, and active engagement with one's work.

Perceived organizational support (POS) is employees' belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Employees who feel that the organization values their contributions, cares about their well-being, and provides development opportunities tend to hold a more favorable assessment of their career achievements and progression (Aziz et al., 2024; Majid et al., 2025). Beyond its direct effect, organizational support is theorized to operate through employees' internal psychological states most notably psychological empowerment, a condition of intrinsic motivation reflected in a sense of meaning, competence, self-determination, and impact (Sun et al., 2022) and through their behavioral engagement with work, commonly described as work engagement, the vigor, dedication, and absorption employees bring to their tasks.

This article is a deliberately re-specified model derived from a broader study that originally examined psychological empowerment and work engagement as two parallel, independent mediators between perceived organizational support and career satisfaction. In that broader parallel model, work engagement did not mediate the relationship between organizational support and career satisfaction, while psychological empowerment did. The present article revisits the same relationships while adding a path from psychological empowerment to work engagement and re-estimating the model to examine the sequential mediation process, in which perceived organizational support influences psychological empowerment, which subsequently affects work engagement and ultimately career satisfaction, together with the relevant direct and partial-mediation paths. This re-specification allows a more precise test of whether employees' engagement with their work is, at least in part, a downstream consequence of their psychological empowerment rather than an outcome that organizational support cultivates independently and in parallel.

The novelty of this study lies both in its research setting election management bodies remain an underexamined context relative to the industrial, educational, hospitality, and healthcare sectors that dominate prior POS–career satisfaction research — and in its serial-mediation specification, which tests a more precise causal ordering among the psychological and behavioral mechanisms that connect organizational support to employees' career outcomes.

Literature Review and Hypothesis Development

This study draws on Social Exchange Theory (Blau, 1964), which explains employee–organization relationships through the principle of reciprocity: when an organization provides support, fairness, and development opportunities, employees tend to reciprocate with positive attitudes and behaviors, including greater engagement, psychological investment, and satisfaction with their careers (Abuzaid, 2023). Perceived organizational support functions in this model as the environmental resource; psychological empowerment and work engagement function as the internal, employee-level states through which that resource is converted into the outcome of career satisfaction.

Perceived organizational support is expected to increase career satisfaction directly, since employees who feel valued and supported tend to view their career progress more favorably (Aziz et al., 2024; Majid et al., 2025).

H1: Perceived organizational support has a positive effect on career satisfaction.

Organizational support is also expected to strengthen psychological empowerment: when employees perceive that the organization values their contributions and cares about their well-being, they are more likely to experience their work as meaningful, to feel competent and self-determining, and to believe they can influence outcomes (Sun et al., 2022).

H2: Perceived organizational support has a positive effect on psychological empowerment.

Organizational support can likewise be expected to increase work engagement directly, as employees who feel supported tend to invest greater vigor, dedication, and absorption in their tasks (Abuzaid, 2023).

H3: Perceived organizational support has a positive effect on work engagement.

Psychological empowerment is expected to contribute to career satisfaction, since employees who feel capable, autonomous, and impactful in their work are more likely to view their career development positively (Aziz et al., 2024).

H4: Psychological empowerment has a positive effect on career satisfaction.

Work engagement is likewise theorized to support career satisfaction, since employees who bring vigor and dedication to their work are expected to derive more meaning and progress from it.

H5: Work engagement has a positive effect on career satisfaction.

Beyond its direct organizational antecedents, work engagement is also plausibly shaped by employees' psychological empowerment itself: employees who feel their work is meaningful, who feel competent and autonomous, and who believe they have impact are, independent of organizational support, more likely to invest energy and focus in their tasks. This path is the central re-specification tested in this article, allowing psychological empowerment to act as an internal precursor to engagement rather than a purely parallel mechanism.

H6: Psychological empowerment has a positive effect on work engagement.

Consistent with contemporary mediation analysis, significance of an indirect effect is assessed on its own terms rather than as conditional on a significant total or direct effect (Zhao et al., 2010).

H7: Psychological empowerment mediates the effect of perceived organizational support on career satisfaction.**H8: Work engagement mediates the effect of perceived organizational support on career satisfaction.**

Because psychological empowerment also strengthens work engagement (H6), work engagement is additionally examined as a mechanism through which psychological empowerment itself, and not only organizational support, may reach career satisfaction.

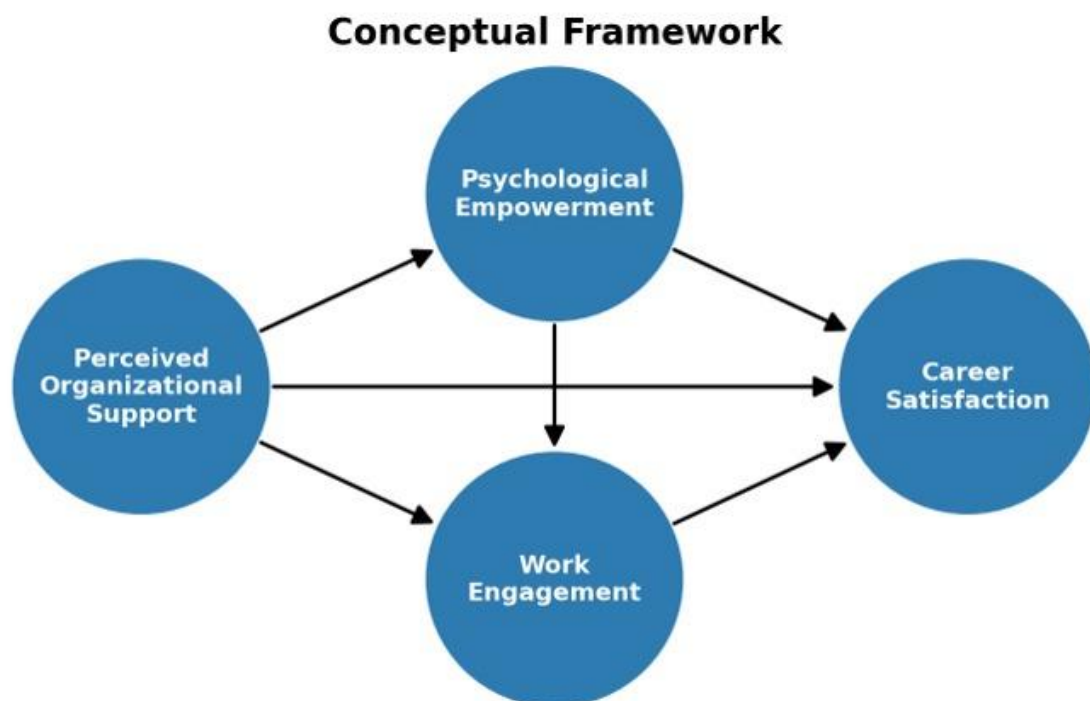
H9: Work engagement mediates the effect of psychological empowerment on career satisfaction.**H10: Psychological empowerment and work engagement serially (sequentially) mediate the effect of perceived organizational support on career satisfaction.**

Figure 1. Conceptual Framework

METHODS

This research employed a quantitative approach using a survey method. Primary data were collected through a closed-ended questionnaire distributed via Google Forms, with each statement accompanied by a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). Perceived organizational support, psychological empowerment, work engagement, and career satisfaction were each measured with multi-item reflective indicators adapted from established scales used in the broader thesis on which this article is based.

The population comprised civil servants of the Provincial and Regency/City KPU Secretariats across West Sumatra, sampled using stratified random sampling. A total of 189 valid, complete responses were obtained and used in the analysis.

Data were analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS), which is well suited to models with latent constructs measured by multiple reflective indicators and to prediction-oriented research (Hair et al., 2022). The measurement model was evaluated for internal consistency reliability (Cronbach's alpha, rho_A, composite reliability), convergent validity (average variance extracted, AVE), and discriminant validity (Fornell-Larcker criterion, cross-loadings, and the heterotrait-monotrait ratio, HTMT). The structural model was evaluated for collinearity (VIF), the significance of path coefficients via bootstrapping with 500 resamples, the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2 , via the blindfolding procedure), and overall model fit (SRMR, NFI). Mediation was assessed through the specific indirect effects of perceived organizational support on career satisfaction via psychological empowerment, work engagement, and the serial path through both, following the approach of Zhao et al. (2010).

RESULTS AND DISCUSSION

Results

Measurement Model Assessment

All four constructs demonstrated satisfactory reliability and convergent validity. Cronbach's alpha ranged from 0.954 to 0.972, rho_A from 0.955 to 0.976, composite reliability from 0.964 to 0.976, and average variance extracted (AVE) from 0.804 to 0.846, all exceeding the conventional thresholds of 0.70 for reliability and 0.50 for AVE.

Table 1. Construct Reliability and Convergent Validity. Source: SmartPLS output.

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Perceived Organizational Support	0.971	0.972	0.975	0.832
Psychological Empowerment	0.972	0.976	0.976	0.804
Work Engagement	0.965	0.967	0.971	0.826
Career Satisfaction	0.954	0.955	0.965	0.846

Discriminant validity was assessed using the Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT). Under the Fornell-Larcker criterion, the square root of each construct's AVE exceeded its correlations with the other constructs (Table 2).

Table 2. Discriminant Validity: Fornell-Larcker Criterion (diagonal values are the square root of AVE). Source: SmartPLS output.

Construct	Career Satisfaction	Work Engagement	Psych. Empowerment	POS
Career Satisfaction	0.920			
Work Engagement	0.722	0.909		
Psychological Empowerment	0.727	0.729	0.897	

Construct	Career Satisfaction	Work Engagement	Psych. Empowerment	POS
Perceived Organizational Support	0.769	0.807	0.681	0.912

Table 3. Heterotrait-Monotrait Ratio (HTMT). All values fall below the 0.85 threshold, supporting discriminant validity. Source: SmartPLS output.

Construct	Career Satisfaction	Work Engagement	Psych. Empowerment	POS
Career Satisfaction				
Work Engagement	0.749			
Psychological Empowerment	0.752	0.751		
Perceived Organizational Support	0.798	0.833	0.697	

All retained indicators loaded above the 0.70 threshold on their assigned construct (loadings ranged from 0.720 for PP10 to 0.963 for PP5), and every indicator loaded most strongly on its own construct rather than on any other, further supporting convergent and discriminant validity at the item level. One indicator of work engagement (KK7) was dropped from the final model due to an unacceptably low loading.

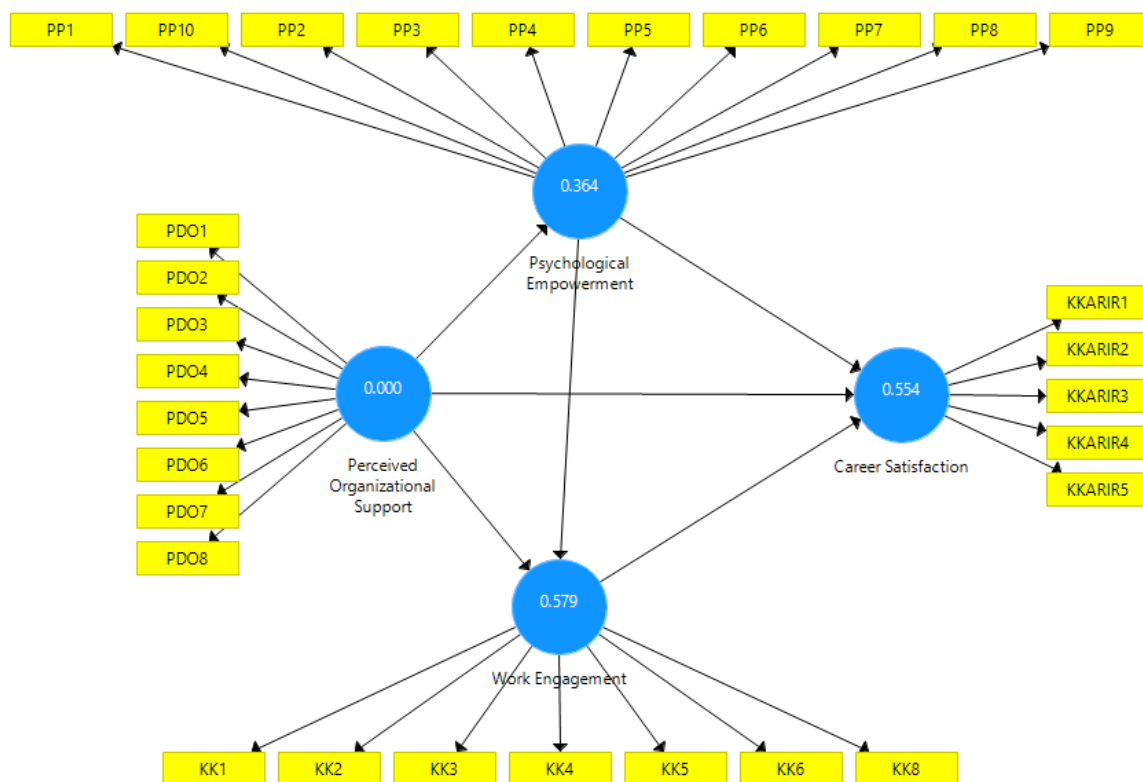


Figure 2. Structural Model Assessment

Structural Model Assessment

Perceived organizational support explained 46.3% of the variance in psychological empowerment ($R^2 = 0.463$), a moderate level. Together with psychological empowerment, organizational support explained 71.1% of the variance in work engagement ($R^2 = 0.711$) and, jointly with both mediators, 67.3% of the variance in career satisfaction ($R^2 = 0.673$) — both in the strong/substantial range. Predictive relevance, assessed via blindfolding, was likewise strong for all three endogenous constructs ($Q^2 = 0.364$ for psychological

empowerment, 0.579 for work engagement, and 0.554 for career satisfaction), each well above the 0.35 threshold associated with large predictive relevance (Hair et al., 2022).

Table 4. R², R² Adjusted, and Q² Results. Source: SmartPLS algorithm and blindfolding output.

Endogenous Construct	R ²	R ² Adjusted	Q ² (Predictive Relevance)
Psychological Empowerment	0.463	0.460	0.364
Work Engagement	0.711	0.708	0.579
Career Satisfaction	0.673	0.668	0.554

Effect sizes (f^2) show that organizational support exerts a strong effect on both psychological empowerment ($f^2 = 0.863$) and work engagement ($f^2 = 0.625$), and a moderate effect on career satisfaction ($f^2 = 0.201$). Psychological empowerment exerts a moderate effect on both work engagement ($f^2 = 0.208$) and career satisfaction ($f^2 = 0.158$), while the direct effect of work engagement on career satisfaction is negligible ($f^2 = 0.011$), foreshadowing its non-significant path coefficient. Overall model fit was acceptable (SRMR = 0.039, below the 0.08 threshold; NFI = 0.897).

Table 5. f^2 Effect Size Results. Source: SmartPLS algorithm output.

Relationship	f^2
Perceived Organizational Support → Psychological Empowerment	0.863
Perceived Organizational Support → Work Engagement	0.625
Perceived Organizational Support → Career Satisfaction	0.201
Psychological Empowerment → Work Engagement	0.208
Psychological Empowerment → Career Satisfaction	0.158
Work Engagement → Career Satisfaction	0.011

Hypothesis testing was conducted via bootstrapping with 500 resamples. Table 6 reports the direct-effect results (H1–H6).

Table 6. Structural Model (Direct Effects) Results. Source: SmartPLS bootstrapping output, 500 resamples.

Relationship	β (O)	T Statistics	P Values	Decision
H1: POS → Career Satisfaction	0.446	5.876	0.000	Accepted
H2: POS → Psychological Empowerment	0.681	13.180	0.000	Accepted
H3: POS → Work Engagement	0.579	9.808	0.000	Accepted
H4: Psychological Empowerment → Career Satisfaction	0.341	4.211	0.000	Accepted
H5: Work Engagement → Career Satisfaction	0.113	1.358	0.175	Rejected
H6: Psychological Empowerment → Work Engagement	0.334	5.718	0.000	Accepted

Table 7 reports the specific indirect (mediation) effects (H7–H10).

Table 7. Specific Indirect Effect (Mediation) Results. Source: SmartPLS bootstrapping output, 500 resamples.

Relationship	β (O)	T Statistics	P Values	Decision
H7: POS → Psych. Empowerment → Career Satisfaction	0.232	3.533	0.000	Accepted
H8: POS → Work Engagement → Career Satisfaction	0.065	1.336	0.182	Rejected
H9: Psychological Empowerment → Work Engagement → Career Satisfaction	0.038	1.315	0.189	Rejected

Relationship	β (O)	T Statistics	P Values	Decision
H10: POS → Psych. Empowerment → Work Engagement → Career Satisfaction	0.026	1.324	0.186	Rejected

Because the direct effect of perceived organizational support on career satisfaction is significant (H1) and the specific indirect effect through psychological empowerment is also significant (H7), the two share the same positive sign, indicating complementary (partial) mediation for the psychological-empowerment pathway, following the typology of Zhao et al. (2010). By contrast, the indirect effect through work engagement alone (H8), the indirect effect of psychological empowerment on career satisfaction through work engagement (H9), and the full serial indirect effect through both mediators in sequence (H10) are all non-significant; combined with the significant direct effect (H1), these represent direct-only patterns that is, no mediating role for work engagement, whether the pathway originates in organizational support or in psychological empowerment, and whether or not it is embedded in the longer serial chain.

Discussions

The Effect of Perceived Organizational Support on Career Satisfaction (H1)

Perceived organizational support has a positive and significant direct effect on career satisfaction ($\beta = 0.446$; $t = 5.876$; $p < 0.001$); H1 is accepted. Employees who feel that the KPU Secretariat values their contributions and cares about their well-being tend to hold a more favorable assessment of their career progress, consistent with Social Exchange Theory (Blau, 1964) and with prior findings (Aziz et al., 2024; Majid et al., 2025).

The Effect of Perceived Organizational Support on Psychological Empowerment (H2)

Organizational support has a positive and significant effect on psychological empowerment ($\beta = 0.681$; $t = 13.180$; $p < 0.001$); H2 is accepted. This is the strongest single relationship in the model, and the large effect size ($f^2 = 0.863$) reinforces that organizational support is the dominant antecedent of employees' sense of meaning, competence, self-determination, and impact in their work (Sun et al., 2022).

The Effect of Perceived Organizational Support on Work Engagement (H3)

Organizational support also has a positive and significant direct effect on work engagement ($\beta = 0.579$; $t = 9.808$; $p < 0.001$); H3 is accepted. Notably, this direct coefficient is smaller than the total effect of organizational support on work engagement reported in the broader parallel model (0.807), because part of that influence now flows indirectly through psychological empowerment (H4). This is consistent with, rather than contradictory to, the earlier parallel-mediation finding: organizational support still strongly shapes engagement, but a meaningful share of that influence is channeled through employees' psychological state rather than acting on engagement independently.

The Effect of Psychological Empowerment on Career Satisfaction (H4)

Psychological empowerment has a positive and significant effect on career satisfaction ($\beta = 0.341$; $t = 4.211$; $p < 0.001$); H4 is accepted. Employees who feel capable, autonomous, and impactful in their roles tend to view their career progress more positively, consistent with Aziz et al. (2024).

The Effect of Work Engagement on Career Satisfaction (H5)

Work engagement does not have a statistically significant effect on career satisfaction ($\beta = 0.113$; $t = 1.358$; $p = 0.175$); H5 is rejected, matching the corresponding non-significant finding in the broader parallel model. Employees may work with vigor, dedication, and focus

without this translating into a more favorable evaluation of their career progress, suggesting that engagement in the day-to-day sense of task absorption is conceptually and empirically distinct from a longer-horizon judgment about one's career trajectory.

The Effect of Psychological Empowerment on Work Engagement (H6)

Psychological empowerment has a positive and significant effect on work engagement ($\beta = 0.334$; $t = 5.718$; $p < 0.001$); H6 is accepted. This is the pivotal new finding of the re-specified model: employees who experience their work as meaningful and feel competent, autonomous, and impactful subsequently bring greater vigor, dedication, and absorption to their tasks. Empowerment therefore functions, in part, as a psychological precursor to engagement rather than as a wholly separate, parallel mechanism.

The Mediating Role of Psychological Empowerment (H7)

Psychological empowerment mediates the effect of perceived organizational support on career satisfaction ($\beta = 0.232$; $t = 3.533$; $p < 0.001$); H7 is accepted. Because the direct effect (H1) is also significant, this is complementary (partial) mediation (Zhao et al., 2010): organizational support improves career satisfaction both directly and by strengthening employees' psychological empowerment.

The Mediating Role of Work Engagement (H8)

Work engagement does not mediate the effect of perceived organizational support on career satisfaction ($\beta = 0.065$; $t = 1.336$; $p = 0.182$); H8 is rejected. Although organizational support substantially strengthens work engagement (H3), that engagement does not in turn translate into higher career satisfaction (H5), which breaks the mediating pathway.

The Mediating Role of Work Engagement Between Psychological Empowerment and Career Satisfaction (H9)

The indirect effect of psychological empowerment on career satisfaction through work engagement is not significant ($\beta = 0.038$; $t = 1.315$; $p = 0.189$); H9 is rejected. Although psychological empowerment significantly strengthens work engagement (H6), that engagement does not, in turn, translate into greater career satisfaction (H5), so the pathway is interrupted at its final link. Psychological empowerment therefore appears to reach career satisfaction more directly (H4) than through the downstream engagement route.

The Serial Mediating Role of Psychological Empowerment and Work Engagement (H10)

The full serial indirect effect perceived organizational support through psychological empowerment through work engagement to career satisfaction is not statistically significant ($\beta = 0.026$; $t = 1.324$; $p = 0.186$); H10 is rejected. Although the first two legs of this chain are individually strong and significant (H2 and H6), the chain is interrupted at its final link, since psychological empowerment's own downstream effect through work engagement is not significant (H9). Taken together with H7, H8, and H9, this indicates that psychological empowerment reaches career satisfaction directly and effectively, but not by first routing through work engagement.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

1. Perceived organizational support has a positive and significant direct effect on career satisfaction; H1 is accepted.
2. Perceived organizational support has a positive and significant effect on psychological empowerment; H2 is accepted.

3. Perceived organizational support has a positive and significant effect on work engagement; H3 is accepted.
4. Psychological empowerment has a positive and significant effect on career satisfaction; H4 is accepted.
5. Work engagement does not have a significant effect on career satisfaction; H5 is rejected.
6. Psychological empowerment has a positive and significant effect on work engagement; H6 is accepted.
7. Psychological empowerment complementarily (partially) mediates the effect of perceived organizational support on career satisfaction; H7 is accepted.
8. Work engagement does not mediate the effect of perceived organizational support on career satisfaction; H8 is rejected.
9. Work engagement does not mediate the effect of psychological empowerment on career satisfaction; H9 is rejected.
10. Psychological empowerment and work engagement do not, together, serially mediate the effect of perceived organizational support on career satisfaction; H10 is rejected.

Overall, organizational support improves KPU Secretariat employees' career satisfaction both directly and through the strengthening of their psychological empowerment. Work engagement, while strongly cultivated by both organizational support and psychological empowerment, does not itself carry that influence forward into career satisfaction, whether treated as a stand-alone mediator or as the final step in a serial chain.

Recommendations

1. Scope of the study. This study is limited to civil servants within the Provincial and Regency/City KPU Secretariats across West Sumatra; findings may not generalize to other regions or public-sector organizations. Future research could extend the model to other provinces or comparable agencies.
2. Cross-sectional design. Data were collected at a single point in time, whereas KPU workloads fluctuate across the electoral cycle. Future research could adopt a longitudinal design, measuring the constructs at multiple points relative to election stages.
3. Measurement of career satisfaction. The career satisfaction instrument used a relatively small number of items. Future research could employ a more extensive instrument or combine several complementary measures.
4. Unexplained variance and omitted variables. Perceived organizational support and the two mediators jointly explain 67.3% of the variance in career satisfaction, leaving room for other factors such as leadership, career adaptability, self-efficacy, organizational justice, or person–organization fit.
5. The non-significant role of work engagement. Because work engagement did not predict career satisfaction either directly or as a mediator, future studies could examine whether this null result reflects the specific measurement of engagement used here, or a genuine conceptual separation between task-level engagement and career-level satisfaction judgments in this occupational context.

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