

ABSTRACT

The present study examines the mediating role of Job Control Capability (JCC) in the relationship between workload and work engagement. This investigation is motivated by inconsistent empirical findings regarding the effect of workload on work engagement, where prior studies have reported both significant and non-significant relationships. Such inconsistencies suggest that the mechanism linking job demands and employee engagement remains insufficiently explained. Drawing on the Conservation of Resources (COR) perspective, this study proposes JCC as a mediating mechanism and further incorporates work interruptions as an additional job demand alongside career advancement as a relevant organizational outcome within a broader nomological framework.

A quantitative approach using Structural Equation Modeling (SEM) was employed to analyze data collected from 308 employees in the Indonesian leasing industry. The findings indicate that JCC has a significant effect on both work engagement and career advancement. In addition, JCC mediates the effects of workload and work interruptions on work engagement and career advancement. More specifically, JCC demonstrates a full mediating role in the relationship between workload and work engagement, thereby offering an explanation for the inconsistencies identified in previous studies.

The findings suggest that the impact of job demands on work engagement is not direct, but depends on employees' capacity to manage and utilize available work-related resources effectively. Within the proposed framework, JCC functions as a mechanism that transforms work pressure into constructive opportunities for greater engagement and career growth. Theoretically, this study extends understanding of work engagement dynamics through the integration of COR and JD-R perspectives within a coherent framework, while also introducing JCC as an explanatory mechanism in the relationship between job demands and employee outcomes. Practically, the findings provide implications for organizations in designing more effective workload and work interruption management practices to support employee engagement and career development.

Keywords: *Career Advancement; Job Control Capability; Work Engagement; Work Interruptions; Workload*