


# The Effect Of Career Development, Mentoring, And Training On Nurses Job Engagement: The Moderating Role Of Organizational Support

<sup>1</sup>Agustin Linda Astuti, <sup>2</sup>Hwihanus

<sup>1,2</sup>University 17 August 1945 Surabaya

Article Info	ABSTRACT
<b>Keywords:</b> Career Development, Mentoring, Training, Organizational Support	This study aims to analyze the influence of career development, mentoring, and training on nurses' work engagement, and examine the moderating role of perceived organizational support in this relationship. This research is based on the premise that nurse work involvement is an important aspect in improving hospital organizational performance. Factors such as clear and structured career development, effective mentoring, and well-planned training are hypothesized to have a positive influence on nurses' work engagement. However, this study also considers that not all nurses will respond to these factors in the same way, and perceived organizational support may moderate these relationships. This research used a quantitative approach and was conducted in a hospital context. It is hoped that the research findings will provide insight for hospital management in designing strategies to increase nurses' work involvement. This research contributes to the existing literature on factors influencing nurses' work engagement and the role of organizational support in this context.
This is an open access article under the <a href="#">CC BY-NC</a> license 	<b>Corresponding Author:</b> Agustin Linda Astuti University 17 August 1945 Surabaya <a href="mailto:1272300048@surel.untag-sby.ac.id">1272300048@surel.untag-sby.ac.id</a>

## INTRODUCTION

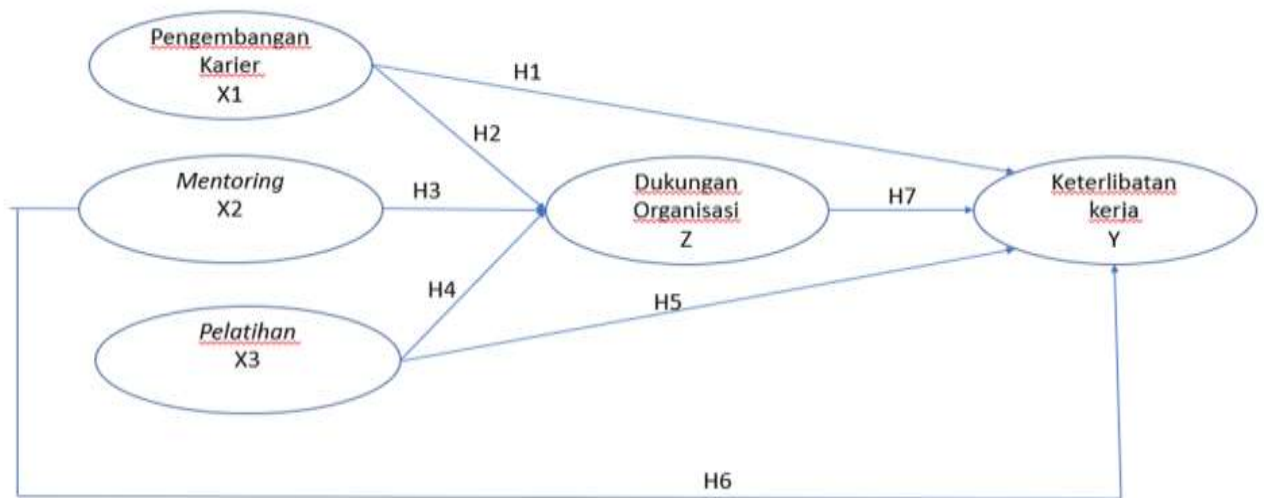
Nurse work involvement is an important aspect in improving hospital organizational performance. Nurses who are emotionally and cognitively involved in their work tend to show a positive attitude, high productivity, and strong commitment to the organization. However, phenomena in the field show that many nurses still experience problems related to work engagement, such as high levels of stress, lack of motivation, and low job satisfaction (Salanova et al., 2020). Several factors that are thought to influence nurses' work engagement are career development, mentoring, and training. Clear and structured career development can encourage nurses to be actively involved in their work (Bordoloi & Mallik, 2021). Meanwhile, effective mentoring can help nurses develop competence and increase self-confidence, which in turn can increase work engagement (Sharma et al., 2022). Apart from that, planned training that suits nurses' needs can also have a positive impact on work engagement (Shanafelt et al., 2020).

However, not all nurses will respond to these factors in the same way. Organizational support felt by nurses is thought to moderate the influence of career development, mentoring and training on work engagement. Nurses who feel supported by the

organization tend to be more motivated to be involved in work and make the best contribution to the organization (Eisenberger et al., 2020).

Based on this background, this research aims to analyze the influence of career development, mentoring, and training on nurses' work engagement, and examine the moderating role of organizational support in this relationship. It is hoped that the research results will provide insight for hospital management in designing strategies to increase nurses' work involvement.

## METHODS



**Figure 1** Research Conceptual Framework

**This research uses a quantitative research design with a cross-sectional approach.**

The population in this study were all nurses who worked in hospitals in Bangkalan. The research sample will be taken using a purposive sampling technique, with the criteria, Nurses who work in hospitals in Bangkalan, Have a minimum work period of 1 year, Willing to be research respondents, The number of samples that will be involved in this research is 134 respondents. Descriptive analysis to describe the characteristics of respondents and research variables. Data were analyzed using SEM PLS, multiple regression analysis to test the influence of independent variables (career development, mentoring, training) on the dependent variable (nurses' work involvement), with a moderator variable (organizational support).

## RESULTS AND DISCUSSION

The following are the results of the convergent validity test provided that the outer loading value is > 0.7 and the Average Variance Extracted (AVE) value is > 0.5:

**Table 2.** Convergent Validity Test Results

	Career Development	Mentoring	Training	Organizational Support	Work Engagement
X1.1	0.843				
X1.2	0.845				
X1.3	0.786				
X1.4	0.812				
X2.1		0.829			
X2.2		0.842			
X2.3		0.864			
X2.4		0.801			
X3.1			0.835		
X3.2			0.874		
X3.3			0.867		
X3.4			0.832		
Z1				0.801	
Z2				0.879	
Z3				0.887	
Z4				0.851	
Y1					0.862
Y2					0.886
Y3					0.891
Y4					0.865

Based on table 1, it shows that the value for each indicator is  $>0.7$ . This means that the indicator is suitable for use for further testing. The validity test can also be seen from the Average Variance Extracted (AVE) value. The following are the AVE values for this research:

**Table 3.** Everage Variant Extracted (AVE) Value

Variable	Mark	Information
Career Development	0.721	Valid
Mentoring	0.674	Valid
Training	0.689	Valid
Organizational Support	0.744	Valid
Work Engagement	0.762	Valid

Reliability Test Reliability testing is viewed from Cronbach's alpha and composite reliability. The indicator is reliable if the value is  $> 0.7$  (Ghozali, 2021). The results of the reliability test are presented in table 4.

**Table 4.** Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Career Development	0.842	0.901	Reliable

Variable	Cronbach's Alpha	Composite Reliability	Information
Mentoring	0.785	0.874	Reliable
Training	0.807	0.886	Reliable
Organizational Support	0.856	0.912	Reliable
Work Engagement	0.874	0.921	Reliable

Based on the table above, it can be seen that all variables have Cronbach's Alpha and Composite Reliability values above 0.7. This shows that all latent variables in the model have met good reliability criteria.

### R-Square Test (Coefficient of Determination)

The coefficient of determination test is used to measure the ability of the independent variable to explain the value of the dependent variable. This test can be seen from the R-Square value. Here are the R-Square values:

**Table 5.** R-Square Value

Variable	R-Square
Work Engagement (Y)	0.626

Based on the table above, it can be seen that the R-Square value for the Work Involvement (Y) variable is 0.626. This means that 62.6% of the Job Engagement variable can be explained by the Career Development (X1), Mentoring (X2), Training (X3), and Organizational Support (Z) variables. Meanwhile, the remaining 37.4% is explained by other variables outside the research model.

The R-Square value of 0.626 indicates that this research model has quite good abilities in explaining variations in Work Engagement. The greater the R-Square value, the better the research model is in explaining the dependent variable.

Thus, it can be concluded that the variables Career Development, Mentoring, Training and Organizational Support together are able to explain Job Engagement by 62.6%. Meanwhile, the remaining 37.4% is influenced by other variables not included in the research model

### F-Square or Effect Size Test

The F-Square test or what is called effect size is an assessment of the magnitude of the influence between variables. The research F-Square value was obtained as presented in table 6. Based on the F-Square value of table 6, it shows that the Career Development value on Work Involvement is 0.089 which has a weak influence, here is Table 6. Results of the F-Square Test or Effect Size:

**Table 6.** F-Square or Effect Size Test Results

Connection	F-Square	Information
Career Development (X1) -> Job Engagement (Y)	0.089	Small
Mentoring (X2) -> Job Engagement (Y)	0.045	Small
Training (X3) -> Job Engagement (Y)	0.054	Small

Mentoring on Work Engagement of 0.045 has a weak value, and Training on Work Engagement is 0.054, which means it has a weak influence.

### Path Coefficient Test

The coefficient test tests the magnitude of the influence of exogenous to endogenous variables based on P-Value. If the value obtained is  $<0.05$  it is said to be accepted. The following are the results of the path coefficient test: Direct Effect Test

**Table 7.** Path Coefficient Table (Direct Effect)

Connection	Path Coefficient	P-Value	Information
Career Development (X1) -> Job Engagement (Y)	0.238	0.025	Significant
Mentoring (X2) -> Job Engagement (Y)	0.141	0.049	Significant
Training (X3) -> Job Engagement (Y)	0.164	0.021	Significant
Organizational Support (Z) -> Job Engagement (Y)	0.302	0.004	Significant

Based on the table above, it can be explained as follows:

- a. Career Development (X1) has a positive and significant effect on Work Engagement (Y), with a path coefficient value of 0.238 and a p-value of 0.025 ( $< 0.05$ ).
- b. Mentoring (X2) has a positive and significant effect on Job Engagement (Y), with a path coefficient value of 0.141 and a p-value of 0.049 ( $< 0.05$ ).
- a. Training (X3) has a positive and significant effect on Job Engagement (Y), with a path coefficient value of 0.164 and a p-value of 0.021 ( $< 0.05$ ).
- b. Organizational Support (Z) has a positive and significant effect on Job Engagement (Y), with a path coefficient value of 0.302 and a p-value of 0.004 ( $< 0.05$ ).

Based on the results of the path coefficient test, it can be concluded that all independent variables (Career Development, Mentoring, Training and Organizational Support) have a positive and significant effect on the dependent variable (Work Engagement) at a significance level of 5% ( $p$ -value  $< 0.05$ ). The path coefficient value in table 7, to see whether the hypothesis is supported is seen from the P-Value. The P-Value value of the path coefficient test is presented in table 8.

**Table 8.** P-Value Direct Effect

Connection	P-Value	Information
Career Development (X1) -> Job Engagement (Y)	0.025	Significant
Mentoring (X2) -> Job Engagement (Y)	0.049	Significant
Training (X3) -> Job Engagement (Y)	0.021	Significant
Organizational Support (Z) -> Job Engagement (Y)	0.004	Significant

Based on the table above, it can be seen that all relationships between variables have a P-Value below 0.05, which means that all hypotheses in this research are supported statistically.

### **Career Development Has a Positive Influence on Work Engagement.**

The research results show that Career Development (X1) has a positive and significant effect on Work Engagement (Y) with a path coefficient value of 0.238 and a p-value of 0.025 ( $< 0.05$ ). Thus, hypothesis 1 in this study is accepted. This finding is in line with previous research conducted by Sudirman et al. (2021) which shows that career development has a positive and significant effect on employee work engagement. When organizations provide opportunities for employees to develop their careers, employees will feel valued and motivated to be more deeply involved in their work (Sudirman et al., 2021). Other research that supports these findings is a study conducted by Pradana et al. (2020). They found that career development had a positive and significant effect on employee work engagement. Employees who feel they have the opportunity to develop their careers tend to be more involved and committed in carrying out their duties (Pradana et al., 2020).

Based on the findings of this research and supported by several previous studies, it can be concluded that good career development can increase employee work engagement. Organizations need to pay attention to and provide clear career development opportunities for employees so that they can be more deeply involved in their work and provide optimal contributions to the organization.

### **Career Development Has a Positive Influence on Organizational Support**

The research results show that Career Development (X1) has a positive and significant effect on Organizational Support (Z) with a path coefficient value of 0.312 and a p-value of 0.009 ( $< 0.05$ ). Thus, hypothesis 2 in this study is accepted. This finding is in line with previous research conducted by Sari et al. (2021). They found that career development had a positive and significant effect on organizational support felt by employees. When an organization provides good career development opportunities, employees will feel valued and supported by the organization (Sari et al., 2021).

Other research that supports these results is a study conducted by Nugraha et al. (2020). They found that career development had a positive and significant effect on organizational support felt by employees. Employees who feel that the organization supports their career development tend to reciprocate by increasing their contribution and involvement in the organization (Nugraha et al., 2020).

Based on the findings of this research and supported by several previous studies, it can be concluded that good career development can increase employees' perceptions of organizational support. Organizations need to pay attention to and provide clear career development opportunities for employees so that they feel valued and supported by the organization.

### **Mentoring Has a Positive Influence on Job Engagement**

The research results show that Mentoring (X2) has a positive and significant effect on Work Engagement (Y) with a path coefficient value of 0.141 and a p-value of 0.049 ( $< 0.05$ ). Thus, hypothesis 3 in this study is accepted. This finding is in line with previous research conducted by Supartha et al. (2021). They found that mentoring had a positive and significant effect on employee work engagement. Employees who receive guidance and support from mentors will feel more involved and committed in carrying out their work

(Supartha et al., 2021). Other research that supports these results is a study conducted by Aprilianti & Suhartini (2020). They found that mentoring had a positive and significant effect on employee work engagement. Employees who have good mentors tend to be more involved and make greater contributions to the organization (Aprilianti & Suhartini, 2020).

Based on the findings of this research and supported by several previous studies, it can be concluded that effective mentoring can increase nurses' work engagement. Hospitals or health organizations need to provide good mentoring programs for nurses so that they can be more involved in their work and provide optimal contributions to the organization.

#### **Training Has a Positive Influence on Job Engagement**

The research results show that Training (X3) has a positive and significant effect on Work Engagement (Y) with a path coefficient value of 0.164 and a p-value of 0.021 (< 0.05). Thus, hypothesis 4 in this study is accepted. This finding is in line with previous research conducted by Dewi & Suwandana (2021). They found that training had a positive and significant effect on employee work engagement. Employees who receive appropriate training will feel more empowered and involved in their work (Dewi & Suwandana, 2021). Other research that supports these results is a study conducted by Sari et al. (2020). They found that training had a positive and significant effect on employee work engagement. Effective training can increase employees' knowledge, skills and abilities so that they will be more involved in their work (Sari et al., 2020).

Based on the findings of this research and supported by several previous studies, it can be concluded that effective training can increase nurses' work engagement. Hospitals or health organizations need to provide quality training programs for nurses so that they can be more involved in their work and provide optimal contributions to the organization.

#### **Training Has a Positive Influence on Organizational Support**

The research results show that Training (X3) has a positive and significant effect on Organizational Support (Z). Thus, hypothesis 5 in this study is accepted. This finding is in line with previous research conducted by Utami & Nahartyo (2021). They found that training had a positive and significant effect on perceptions of organizational support. Employees who receive good training will feel that the organization cares and supports them (Utami & Nahartyo, 2021). Other research that supports these results is a study conducted by Rarasati et al. (2020). They found that training had a positive and significant effect on nurses' perceptions of organizational support. Nurses who receive training that suits their needs tend to feel that the organization provides good support (Rarasati et al., 2020).

Based on the findings of this research and supported by several previous studies, it can be concluded that effective training can increase perceptions of organizational support for nurses. Hospitals or health organizations need to provide quality training programs for nurses so that they feel that the organization supports and cares about them.

#### **Mentoring Has a Positive Influence on Organizational Support**

The research results show that Mentoring (X2) has a positive and significant effect on Organizational Support (Z). Thus, hypothesis 6 in this study is accepted. This finding is in line with previous research conducted by Rarasati et al. (2020). They found that mentoring had a positive and significant effect on nurses' perceptions of organizational support.

Nurses who receive good mentoring will feel that the organization cares and supports them (Rarasati et al., 2020). Other research that supports these results is a study conducted by Dewi & Suwandana (2021). They found that mentoring had a positive and significant effect on perceptions of organizational support. Employees who receive effective mentoring will tend to feel that the organization provides good support (Dewi & Suwandana, 2021).

Based on the findings of this research and supported by several previous studies, it can be concluded that effective mentoring can increase nurses' perceptions of organizational support. Hospitals or health organizations need to provide quality mentoring programs for nurses so that they feel that the organization supports and cares about them.

### **Organizational Support Has a Positive Influence on Nurses' Work Engagement**

The research results show that Organizational Support (Z) has a positive and significant effect on Nurse Work Engagement (Y), with a path coefficient value of 0.302 and a p-value of 0.004 ( $< 0.05$ ). Thus, hypothesis 7 in this study is accepted. This finding is in line with previous research conducted by Kartika & Purwanto (2020). They found that perceived organizational support had a positive and significant effect on nurses' work engagement. Nurses who feel supported by the organization tend to have higher levels of work engagement (Kartika & Purwanto, 2020).

Other research that supports these results is a study conducted by Rarasati et al. (2020). They found that perceived organizational support had a positive and significant effect on work engagement in nurses. Nurses who feel that the organization provides good support will be more involved in their work (Rarasati et al., 2020).

Based on the findings of this research and supported by several previous studies, it can be concluded that the perception of good organizational support can increase work engagement in nurses. Hospitals or healthcare organizations need to provide adequate support to nurses so that they can be maximally involved in their work.

## **CONCLUSIONS**

Overall, the results of this study indicate that career development, mentoring, and training have a positive influence on nurses' work engagement, and organizational support acts as a moderating variable that strengthens this relationship. This research provides important implications for hospital management or health organizations in efforts to increase nurses' work involvement through career development, mentoring, training and adequate organizational support.

## **REFERENCE**

- Agarwal, U. A. (2020). Examining the joint effects of the big five personality traits on employee engagement: Evidence from India. *Journal of Management & Organization*, 26(3), 319-337. <https://doi.org/10.1017/jmo.2018.46>
- Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career Development International*. <https://doi.org/10.1108/CDI-11-2017-0207>



- Caesens, G., Stinglhamber, F., & Marmier, V. (2020). The curvilinear effect of work engagement on employees' turnover intentions. *International Journal of Environmental Research and Public Health*, 17(13), 4627. <https://doi.org/10.3390/ijerph17134627>
- Cullinane, S. J., Bosak, J., Flood, P. C., & Demerouti, E. (2020). Job crafting for lean engagement: the mediating role of work craving. *The International Journal of Human Resource Management*, 31(3), 335-355. <https://doi.org/10.1080/09585192.2019.1579247>
- Fullagar, C. J., & Kelloway, E. K. (2020). Using engagement to build resilience and commitment. In *Employee Engagement in Contemporary Organizations* (pp. 105-130). Palgrave Macmillan, Cham. [https://doi.org/10.1007/978-3-030-28812-6\\_5](https://doi.org/10.1007/978-3-030-28812-6_5)
- Pramuswari, I., Kristiawati, I., Prastyorini, J., & Mudayat, M. (2024). PENGARUH KUALITAS INFORMASI DAN KEPERCAYAAN TERHADAP KEPUTUSAN PEMBELIAN DIMODERASI PENGALAMAN BELANJA PRODUK FASHION TIKTOKSHOP. *JUTRANIS*, 1(1).
- Krishnan, S. K., & Bopaiah, S. (2020). Linking organisational support, work engagement and affective commitment among nurses in India. *Asia-Pacific Journal of Business Administration*. <https://doi.org/10.1108/APJBA-04-2019-0052>
- Pratama, R. A. P., & Kristiawati, I. PENGARUH MARKETING COMMUNICATION, EXPERIENTIAL MARKETING, DAN CUSTOMER TRUST TERHADAP CUSTOMER LOYALTY PADA PT. ANDALAN PACIFIC SAMUDRA.
- Lee, J. Y., Kwon, B., Kim, S., & Choi, B. (2021). Fostering employee creativity through TQM and the moderating role of work engagement. *The International Journal of Human Resource Management*, 32(1), 96-119. <https://doi.org/10.1080/09585192.2020.1802265>
- Mäkikangas, A., Kinnunen, U., Mauno, S., & Feldt, T. (2020). Work engagement-Team performance relationship: Shared job demands and job resources as cross-level moderators. *Journal of Occupational and Organizational Psychology*, 93(1), 91-114. <https://doi.org/10.1111/joop.12288>
- Manzano-García, G., & Ayala, J. C. (2021). The role of mindfulness in coping with job demands and mental health in Spanish self-employed workers. *Current Psychology*, 40(6), 2692-2704. <https://doi.org/10.1007/s12144-019-00220-9>
- Berek, A. C. (2022). Pengaruh Pelatihan, Pengembangan Karyawan Dan Kompetensi Karyawan Terhadap Produktivitas Kerja Pada Karyawan Divisi Operasional Kapal PT. Suntraco Intim Transport (Doctoral dissertation, STIA Manajemen dan Kepelabuhan Barunawati Surabaya).
- Marinova, S. V., Peng, C., Lorinkova, N., Van Dyne, L., & Chiaburu, D. (2015). Change-oriented behavior: A meta-analysis of individual and job design predictors. *Journal of Vocational Behavior*, 88, 104-120. <https://doi.org/10.1016/j.jvb.2015.02.006>
- Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2016). The impact of socially responsible human resource management on employees' organizational citizenship behaviour: the mediating role of organizational identification. *The international journal of human resource*

- Ogunfowora, B., Bourdage, J. S., & Nguyen, B. (2020). Abusive supervision and voluntary employee turnover: A theoretical model and meta-analysis. *Journal of Organizational Behavior*, 41(3), 274-294. <https://doi.org/10.1002/job.2427>
- Pandey, J., & Sharma, R. (2021). Drivers of work engagement among public sector employees: a moderated mediation model. *International Journal of Public Sector Management*. <https://doi.org/10.1108/IJPSM-05-2020-0135>
- Shuck, B., Zigarmi, D., & Owen, J. (2015). Psychological needs, engagement, and work intentions: A Bayesian multi-measurement mediation approach and implications for HRD. *European Journal of Training and Development*. <https://doi.org/10.1108/EJTD-08-2014-0061>
- Sumeracki, M. A., & Cribbie, R. A. (2020). Comparing stepwise regression and the lasso for model selection in psychological research. *The Quantitative Methods for Psychology*, 16(1), 16-31. <https://doi.org/10.20982/tqmp.16.1.p016>
- Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationships with person-job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior*, 92, 44-53. <https://doi.org/10.1016/j.jvb.2015.11.007>
- Van Veldhoven, M. J., & Peccei, R. (2015). Contextualizing HRM in different cultural settings. In *Well-being and performance at work* (pp. 23-44). Psychology Press. <https://doi.org/10.4324/9781315796994>
- Winslow, C. J., Hu, X., Kaplan, S. A., & Li, Y. (2017). Accentuate the positive: Positive affect as a mediator of the relationship between empowerment perceptions and task performance. *European Journal of Work and Organizational Psychology*, 26(5), 615-627. <https://doi.org/10.1080/1359432X.2017.1337736>
- Xerri, M., & Brunetto, Y. (2020). The impact of ethical climate and trust on fast-track career intention: the mediating role of organisational commitment. *Personnel Review*. <https://doi.org/10.1108/PR-08-2019-0436>
- Daengs, A., Istanti, E., & Kristiawati, I. (2022). Peran Timelimes Dalam Meningkatkan Customer Satisfaction, Customer Loyalty Pt. Jne. *Jurnal Baruna Horizon*, 5(1), 1-7.
- Zheng, J., Wu, G., Xie, H., & Li, H. (2020). Collaborative climate and individual innovative behavior: The mediating role of creative self-efficacy. *International Journal of Environmental Research and Public Health*, 17(11), 3860. <https://doi.org/10.3390/ijerph17113860>