

Career Development and Work Engagement: The moderating role of Perceived Organizational Support

Miftah Aziza¹, Syahrizal^{2*}

^{1,2}Departement of Management, Faculty of Economics, Universitas Negeri Padang, Padang, Indonesia

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ABSTRACT

This study aimed to analyze the effect of career development on work engagement in civil servants at the People's Welfare Bureau, the Governor's Office of West Sumatra Province. The Effect of Career Development on Work Engagement moderated by Perceived Organizational Support for Civil Servants at the People's Welfare Bureau at the Governor's Office of West Sumatra Province. The population in this study were all civil servants in the People's Welfare Bureau at the Governor's Office of West Sumatra Province, as many as 42 people and a sample of 42 people. The research design used is causality research. The data analysis technique used is the Structural Equational Model (SEM) with the help of the SmartPLS 3.0 application. This study indicates that Career Development has a positive and significant effect on Employment Engagement for Civil Servants at the People's Welfare Bureau at the Governor's Office of West Sumatra Province. Perceived Organizational Support moderates the influence of Career Development on Work Engagement in Civil Servants at the People's Welfare Bureau, West Sumatra Province Governor's Office.



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* Corresponding author: e-mail: miftahaziza01@gmail.com

INTRODUCTION

Success in today's digital world is primarily a function of the organization's resources. Natural resources, scientific and technological resources, financial resources, and human resources are all needed by organizations. The organization's most valuable resource is its people, who have the authority to manage all of the company's resources (Dessler, 2005).

This study took the object of the Civil Servant of the People's Welfare Bureau, the Governor's Office of West Sumatra Province. The People's Welfare Bureau is one of the bureaus under the Regional Secretariat, which aims to increase human resources and personnel loyalty to the leadership in supporting maximum performance achievement. Align the Bureau of Mental Development and People's Welfare programs and activities with regional development plans to optimize targets following the authority and synergy of regional development priorities. Creating regulations oriented towards realizing actions to solve social problems, which are the community's needs involved in regional development. Improve guidance, control, and coordination to OPD and related stakeholders to implement programs and activities right on target. And increase sensitivity to problems by facilitating between sectors and the community in solving problems. In this case, the level of work engagement in the People's Welfare Bureau is needed because a bound worker will be committed to the goal, use all his abilities to complete the task, maintain his behavior while working, and ensure

that he has completed the job properly according to the objectives and is willing to take corrective steps or evaluation if necessary (Marciano, 2010).

Work engagement is the binding of employees to their roles; employees involve themselves and express themselves physically, cognitively, and emotionally while carrying out their functions in performing (Widyanty, 2021). Employees are physically involved in tasks both alone and with others, are cognitively ready, and show empathy when dealing with other people at work by showing what they feel and think about their creativity, values and beliefs, and their relationship with other people (Widyanti, 2008). 2021). According to Qalbi, Jufri, and Indahari (2016), work engagement with employees provides positive results for the organization, such as high work productivity, job satisfaction, and low turnover rates.

The government needs employees who have active performance, high responsibility, and commitment to career development to carry out its functions better. Thus, national goals and ideals will be realized following the community's expectations. By carrying out a good position, it is expected to positively impact career development for employees in carrying out reasonable duties.

In addition, government agencies also need employees who are always enthusiastic about work, able to carry out their job well, have high dedication to career development, and have a high attachment to the organization (Riggio and Ronald, 2015). This is because work engagement will affect the success of carrying out tasks better (Widyanti, 2021). Work engagement will contribute to the realization of the vision and mission and better support the success of the career development changes. Bonded employees are more effective in adapting to a changing environment (Bakker et al., 2011).

Several previous studies have examined the factors driving work engagement Hewitt (2012) stated that the factors driving Work Engagement are career development, leadership, and perceived organizational support. Blessing White's research (2011) found that career development, leadership, and organizational support also drive work engagement and significantly affect work engagement.

Perceived organizational support is an employee's belief that the organization values their contribution and cares about employees' welfare (Eisenberger, (2002). In other words, employees will feel that the organization they work for respects them if the organization pays attention to their needs and welfare. Employees who have high perceived organizational support will be more bound as part of a reward to help their organization achieve its goals (Rhoades et al., 2001 in Saks, 2006).

Therefore, the perception that Civil Servants of the People's Welfare Bureau have at the Governor's Office of West Sumatra Province on how much organizational support is given to employees is essential. The policies implemented will affect the perceived organizational support, according to Sulistyo and Suhartini (2019), regarding work engagement relationships moderated by perceived organizational support. The results of this study indicate that perceived organizational support moderates work engagement which the results of the hypothesis do not support.

In this study, the authors are interested in making the People's Welfare Bureau, the Governor's Office of West Sumatra Province, the research object. The selection of things and respondents for this research is the latest research from previous studies. Researchers are interested because, through field observations, researchers see a lack of work engagement. Hence, researchers are interested in discussing the effect of career development on work engagement with perceived organizational support as a moderator for civil servants at the people's welfare bureau, west sumatra province governor's office.

LITERATURE REVIEW

Work Engagement

Schaufeli et al. (2012) defined work engagement as a positive, fulfilling view of working conditions characterized by vigor, dedication, and absorption in the job. With vigor, there is an abundance of energy and resilience and the will to keep going even in the face of adversity.

Scahaufeli, Salanova, Gonzalez-Roma, and Bakker (2010) define work engagement as a passion for one's job, dedication to it, and complete immersion in it. To be enthusiastic, one must put up the necessary effort, stamina, and energy to complete one's tasks. The words "dedication" and "enthusiasm" are used interchangeably to describe a person's commitment to a cause. A characteristic of solubility is total concentration in one place and the sensation that time is passing more quickly during absorption.

Job Development

According to Widyanti (2021), employee career development is the process and activity of preparing an employee to occupy a position in an organization or agency that will be carried out in the future. This development includes the understanding that the agency or HR manager has prepared initial plans about how to develop employee careers while working (Kadarisman, 2012).

Perceived Organizational Support

According to Eisenberger et al. (2002), organizational support perception is an action taken by the organization to appreciate the increase in work effort made by employees. Meanwhile, according to Aube et al. (2007), perceived organizational support is related to the management's desire to compensate employees for their efforts, provide welfare assistance, provide solutions to problems at work, and ensure a comfortable work environment.

Conceptual Framework

In increasing the occurrence of work engagement, it is hoped that the application of good career development so that the event of work engagement is high. Likewise, this study moderates the relationship of career development to work engagement by perceived organizational support. It is hoped that the implementation of good career development will increase perceived corporate support for employees in the agency and increase work engagement. In this study, the independent variable (X) is a career development and the dependent variable (Y) is work engagement, and the moderating variable or the moderating variable between the independent and dependent variables (Z) is perceived organizational support. in the conceptual framework in Figure 1 below:

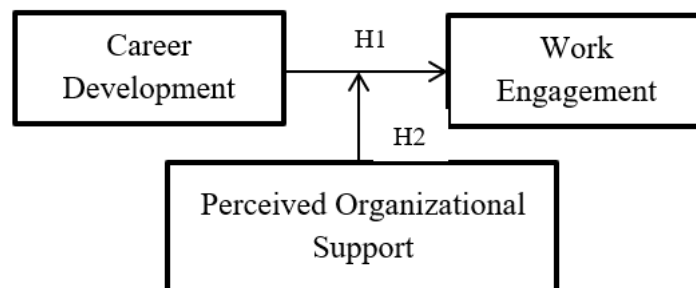


Figure 1. Conceptual Framework

Hypothesis

The hypotheses are as follows:

H1 : Career Development has a significant effect on Work Engagement.

H2 : Perceived Organizational Support Moderates Career Development on Work Engagement.

METHOD

The research design used by the author is causality research. This research was conducted at the People's Welfare Bureau at the Governor's Office of West Sumatra Province. The analysis was carried out in 2022. In this study, the population is Civil Servants carried out at the People's Welfare Bureau at the Governor's Office of West Sumatra Province. This organization have responsibilities and provide more services than other units. Based on the People's Welfare Bureau data, the number of Civil Servants is 42 Civil Servants. Sampling in this study is by non-probability sampling technique. Namely, the sampling technique used is purposive sampling by choosing not randomly and following predetermined criteria. If the population is less than 100 people, then the number of samples to be taken is all employees. So the researchers took a sample of 42 employees at the People's Welfare Bureau. All the data used in this research comes from primary and secondary sources. Questionnaires were used to collect data from respondents who were civil servants at the People's Welfare Bureau at West Sumatra Province's Governor's Office. The questionnaires asked about career advancement, work engagement, and perceived organizational support. A questionnaire was utilized to collect data in this investigation. Using Google Forms, we distributed this questionnaire to as many people as possible, regardless of their location or time constraints. This study employs descriptive and inferential data analysis techniques. An empirical picture of the data obtained in the study is provided through descriptive analysis in general. The second method uses inferential analysis to test hypotheses based on sample data (Inner Model, Outer Model, Hypothesis test).

RESULT AND DISCUSSION

Validity

Indicators of construct validity can be recognized by the correlation between the indicator scores and the scores of the constructs they are testing. If a correlation coefficient is more than 0.7, an indicator is considered valid. Despite this, loading values of 0.50 to 0.60 can still be found by comparing the correlation output between an indicator and the construct. There are still signs in the initial model with a loading factor value below 0.6 or a lack of convergent validity, so it is clear that the model is flawed. Three question items have a loading factor lower than 0.6 that must be dropped from an initial construct model, which means that the model needs to be re-estimated. As a result, the final SmartPLS output will look like this::

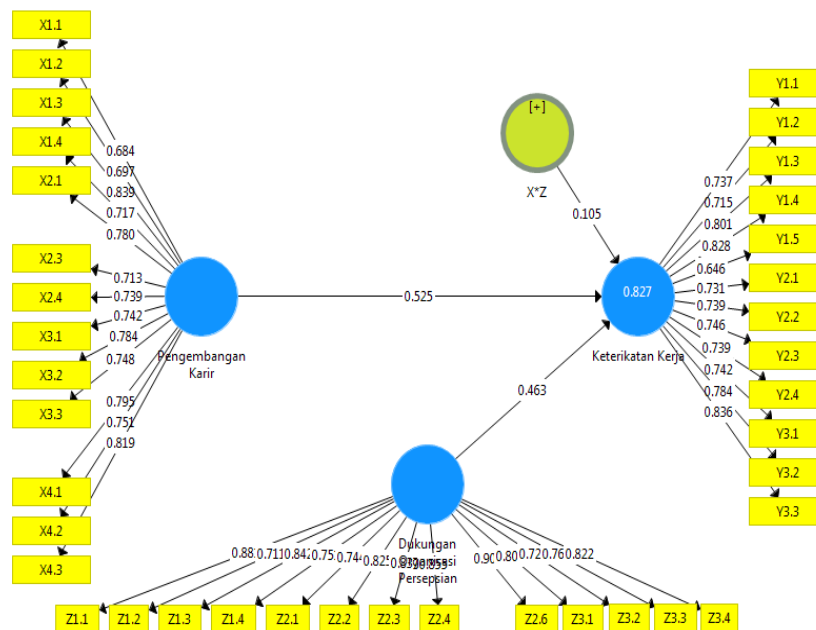


Figure 2. Final Outer Model

The final shape of the inter-construct model is seen in the figure above after re-estimating the constructed model. Because of their lack of discriminating validity, the following indicators have been omitted from the study:

Table 1. Discarded Item

Code	Career Development	Code	Perceived Organizational Support	Code	Work Engagement
X2.2	0,587	-	-	-	-
X3.4	0,420	-	-	-	-
-	-	Z2.5	0,493	-	-

After a number of indicators have been eliminated and based on the results of the final outer loading, it can be seen that each indicator of each variable gives a high concurrent validity value. This is due to the fact that all indicators have a loading factor value that is greater than 0.6. In a similar vein, the value of the cross-loading demonstrates good discriminant validity. Comparing the values of the Square Root of Average (AVE), as shown in the following example, is an additional technique for determining whether or not a discriminant is valid:

Table 2. Square Root of Average Result

Variable	AVE
Work Engagement	0,571
Career Development	0,571
Perceived Organizational Support	0,651

Based on the above table, it can be concluded that each construct has a validity above 0.5. So, it can be supposed that each variable has a good or acceptable level of validity.

Reliability

Table 3. Reliability Result

Variable	Composite Reliability	Cronbach's Alpha
Work Engagement	0,941	0,931
Career Development	0,945	0,937
Perceived Organizational Support	0,960	0,955

The table above shows that the value of composite reliability and Cronbach's alpha for all constructs is above 0.7, so it can be concluded that all constructs are reliable.

Structural Model (Inner Model)

Table 4. R-Square Result

Variable	R-square
Work Engagement	0,827

Based on the table above, it can be seen that the R-square value of the work engagement variable has a value of 82.7%. This means that the career development variable and Perceived Organizational Support explain its effect on work engagement is 82.7%.

Hypothesis test

Direct, moderating, and total effects of each variable are all determined through hypotheses testing. Exogenous factors' effects on endogenous variables are examined via bootstrapping in the SmartPLS

program. The path coefficient table, which will be explained in the following table, can be used to test hypotheses:

Table 5. Inner Model Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistic (O/STER R)	P Value	Note
Career Development-Work Engagement	0,525	0,529	0,116	4,523	0,000	Significant
Career Development-Work Engagement-Perceived Organizational Support	0,105	0,097	0,048	2,190	0,014	Significant
Career Development-Work Engagement	0,525	4,523	0,105	2,190	0,630	Significant

In order to carry out statistical testing on each postulated relationship, SmartPLS 3 uses a technique called bootstrapping simulation. The use of bootstrapping testing is recommended where there is a high risk of anomalies in the research data. The following is a list of the outcomes of the bootstrapping test combined with the PLS analysis:

The results of testing this hypothesis produce a route coefficient of 0.525 and a t-statistic of 4.523, both of which are significantly higher than the value of 1.96 found in the t-table. These findings suggest that there is a substantial positive association between career development and work engagement. As a consequence of this, an employee's level of commitment to their job increases in proportion to the opportunities available for career advancement. If nurses are becoming less engaged in their jobs, it will be difficult for them to advance in their careers.

The results of the t-statistic for the moderating effect of career development on work engagement via perceived organizational support are 2.190, which is greater than the t-table (> 1.96), with a path coefficient of 0.105. The coefficient of the moderating variable is 0.105, and the results of the t-statistic for the moderating effect of career development on work engagement are 2.190. This illustrates that career growth has a major impact on the level of job engagement that one experiences in their role as a moderator effect. As a consequence of this finding, one could reach the conclusion that perceived organizational support can have an effect on the connection between career advancement and involvement in one's work. If civil servants at the People's Welfare Bureau, which is part of the Governor's Office for West Sumatra Province, have a favorable opinion of the support they receive from their organization, both their career growth and their level of engagement at work will considerably improved.

The direct effect of career development on job engagement is found to be 0.525, with a t-statistic of 4.523, as shown in table 20. In the meantime, the t-statistic for the relationship between career growth and job engagement with perceived organizational support as a moderating factor is 2.190, and the coefficient for this relationship is 0.105. When the direct effect and the moderating effect are combined up, we get a total effect value of 0.630. Since 2.190 is a more significant number than 1.96, the second hypothesis is the one that is supported by evidence. If perceived organizational support is improved, there will be a positive effect of career development on work engagement.

Discussion

Effect of Career Development on Work Engagement

The results of data analysis using the SmartPLS application for career development variables have a significant and positive effect on work engagement for civil servants at the People's Welfare Bureau, West Sumatra Province Governor's Office. This result is seen from the path coefficient value of 0.525, which shows the positive influence of the workplace spirituality variable on the affective commitment of the Dr. Army Hospital nurses. Reksodiwiryo Padang. And the results of the significance that can be seen from the t-statistic value obtained is 4.523, which is greater than the t-table (1.96). The results of this calculation mean that there is a significant and positive influence of career development on work engagement and can be accepted.

High career development in employees is seen when employees understand that the career development they are doing is valuable and valuable for others. Employees have a heightened sense of solidarity with co-workers, care for each other, and are happy when doing work together with other employees. Employees feel that the values of the people's welfare bureau are in line with the goals of the work they do. When employees feel happy that their basic needs at work are fulfilled, both psychologically, socially, and self-actually, they will work wholeheartedly for the people's welfare bureau. Employees will want to participate and be responsible for every activity to improve the quality of the people's welfare bureau. Employees will feel organizationally bound and persist in working at the people's welfare bureau of the West Sumatra provincial governor's office.

So it can be concluded that if the career development of civil servants in the People's Welfare Bureau at the Governor's Office of West Sumatra Province is getting higher, it will increase work engagement for employee. Suppose employees know the meaning of their work, have mutual solidarity at work, express themselves physically, and align organizational values. In that case, this will be able to increase work engagement with the People's Welfare Bureau.

The results of this study are strengthened by previous research conducted by Fu Yang and Jun Liu (2018), which states that career development has a positive effect on work engagement. In line with that, Lee and Sunhee's (2018) research also says that career development can increase employee engagement. Research conducted by Ali et al. (2019) stated that the higher the career development, the higher the work engagement of an employee. Amalia and Hadi (2019) Additionally, the findings of his research point to the same conclusion, namely that employee engagement can be affected by career advancement.

The Effect of Career Development on Work Engagement With Perceived Organizational Support as Moderating Variable.

Career development significantly affects work engagement with organizational support as a moderating variable. This can be seen from the path coefficient acquisition with a value of 0.105, and the t-statistic value obtained is 2.190, which is greater than the t-table, which is 1.96. From the results of this calculation, it can be seen that spirituality has an effect of 0.105 as a moderator. The results of the t-statistics mean that perceived organizational support moderates the impact of career development on employee engagement.

Employees at work meet and deal directly with many people, serving the community or with colleagues. So from there, superiors can see the employee's assessment of the organization. Employees' ability is needed to appreciate contributions to work and care about welfare. Especially the people's welfare bureau employees who serve the community must have greater responsibilities than other units. When employees can regulate and control well and reflect on the organization at work, it will undoubtedly increase the influence on career development on work engagement of the employees themselves.

So, it can be concluded that if the civil servants of the people's welfare bureau of the West Sumatra provincial governor's office can manage perceived organizational support well, it will also affect the relationship of career development to the work engagement. therefore organizational support Perception here acts as a situational variable. Suppose the perceived organizational support is high. In that case, it will increase the influence of career development and work engagement. On

the other hand, if the perceived organizational support is low, the influence of career development on the employee engagement will also be below. This finding is in line with previous research conducted by Sulistyono and Suhartini (2019), which stated that organizational support could moderate the influence between career development and work engagement on employees in an organization.

CONCLUSION

1. Career development has a positive and significant effect on work engagement in civil servants, the people's welfare bureau, and the governor's office of West Sumatra Province. This means that the higher the career development, the higher the work attachment to employees.
2. Perceived organizational support can moderate the influence of workplace spirituality on career development on work engagement in civil servants at the People's Welfare Bureau at the Governor's Office of West Sumatra Province. This shows that perceived organizational support can strengthen the influence between career development and work engagement. If employees' perceived organizational support is high, the effect of career development on work engagement in employees will be more substantial; on the contrary, if employees' perceived organizational support is low, it will weaken the influence of career development on work engagement.

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