



## CAREER DEVELOPMENT AND WORK ENGAGEMENT: WORKPLACE SOCIAL CAPITAL AND ORGANIZATIONAL COMMITMENT AS MODERATOR AND MEDIATOR

Mafizatun Nurhayati <sup>1</sup>, Daru Asih<sup>2</sup>, Arief Bowo Prayoga Kasm<sup>3</sup>, Awan Santosa<sup>4</sup>

Universitas Mercu Buana, Jakarta<sup>1,2,3</sup>

Universitas Mercu Buana, Yogyakarta<sup>4</sup>

<sup>1</sup> [mafizatun.nurhayati@mercubuana.ac.id](mailto:mafizatun.nurhayati@mercubuana.ac.id)

Jl. Raya, RT.4/RW.1, Meruya Sel., Daerah Khusus Ibukota Jakarta 11650, Indonesia  
Gg. Jemb. Merah No.84C, Kabupaten Sleman, Daerah Istimewa Yogyakarta 55283, Indonesia

---

### Abstract

This study aimed to propose a social exchange theory in establishing the effects of career development support on work engagement, using organizational commitment and workplace social capital as mediation and moderation, respectively. It was conducted at the Bank Muamalat Indonesia in Jakarta, using Partial Least Square-Structural Equation Model. The results showed that career development support was able to increase work engagement and strengthen the relationship between employees and the company through organizational commitment. In this case, the higher tendency for employees to want, need, and feel obligated to stay in the company subsequently promoted vigour, dedication, and absorption, regarding increased work engagement characteristics. Organizational commitment was also able to partially mediate the relationship between career development and work engagement. Meanwhile, workplace social capital was unable to increase work engagement, although strengthened its relationship with career development support.

**Keywords:** career development; work engagement; workplace social capital

### Article Info

History of Article

Received: 1/11/2023

Revised: 11/1/2024

Accepted: 19/1/2024

---

Jurnal Riset Bisnis dan Manajemen

Volume 17, No. 1, February 2024,

Page 111-120

ISSN 1979-0600 (Print)

ISSN 2580-9539 (Online)

## INTRODUCTION

Career development prioritizes the establishment and improvement of skills and talents, as well as a sense of self-actualization, for the exploration of present and future potential. The support for this phenomenon is a method to promote work engagement (EE) (Bhagra, et al., 2020). This shows that only adequately engaged employees are able to consistently determine the energizing, inspiring and meaningful aspects of their jobs, due to connecting with the highest strengths, values, and desires (Nazir, et al., 2021). However, people mostly flock to company that is unable to adequately provide them with the opportunity to grow and develop. Suboptimal career development support (CDS) is often provided to the workforce, promotes employees' dismissal, as well as influences their team and the entire company. Over the years, slow career progress has been a major source of concern, which subsequently affected the Covid-19 pandemic conditions. According to the Institute for Fiscal Studies (IFS) (Blundell, et al., 2020), both male and female employees were observing a low trend on the "wage ladder", compared to previous generations. Concerns were also raised on the patterns by which the career prospects of young people were affected by the uncertain economic downturn of Covid-19. This indicated that many employees were established through lower wages, with their income levels slowly increasing than previously experienced. These conditions subsequently posed a real threat to their financial well-being. Although some employees specifically want to excel, they should not assume that others lacked the desire for progression (Blundell et al., 2020).

According to Gallup Consultant (Nink & Robinson, 2016), engaged employees were nearly one-fifth more productive than their uninvolved colleagues. This showed that the slowness of career progression affected employees' well-being, engagement, productivity, and turnover. Furthermore, only 35% employees were engaged in the company, with the remaining 13% and 52% actively and completely not involved, respectively. This proved that approximately 35% were actively engaged, enthusiastic, and committed to the organizational job performance, with the 13% actively uninvolved group having a sad work experience. Meanwhile, the completely unengaged 52% employees were unattached, constantly on the move, and unable to perform the best at work daily. Although these employees were generally satisfied with their jobs and the descriptions, they were observed to still leave quickly for better offers.

Ferreira (2020) also described that every involvement of tourism employees in European countries was generally quite low, with 42.5%, 35.5%, and 21.9% of them minimally, moderately, and maximally engaged, respectively. This confirmed that only Belgium had more than 40% of highly engaged employees, with France (35.8%), Ireland (37%), Fyrom (34%), and Switzerland (36.5%) observed in the top 30%. For the countries with low involvement levels, Portugal (66.7%) had the highest number of less-engaged employees, accompanied by Turkey (58.7%), Albania (57.3%), and Greece (55%), with others observed between 40% and 55%. Based on these descriptions, the proposition and implementation of social exchange theory (SET) are needed as a problem-solving model for organizational issues. SET emphasizes the important role of individuals in periodically developing exchange relationships, which are often characterized by reciprocal norms through social actors, including other individuals, groups, and companies (Bau, 1964; Emerson, 1976). When an individual is treated kindly by an exchange partner, obligations are expected for adequate reciprocation (Cropanzano & Mitchell, 2005). Therefore, this study aims to propose a SET in establishing the effects of career development support on work engagement, using workplace social capital (WSC) and organizational commitment (OC) as moderation and mediation sources, respectively.

The workplace is an important factor in social relationships, whose existence at the core of public capital is observed with the interconnections and networks of the work process (Zhang, et al., 2020). Workplace social capital is used to handle the organizational and public factors of a work environment (Berthelsen, et al., 2019). According to Xu et al. (2020), it is a network of relationships formed through the interactions among employees in a work unit. In a constructive organization, this variable subsequently improves the physical and mental health levels of employees, as well as increases their overall job satisfaction (Middleton et al., 2018; Shin & Lee, 2016). Several previous reports also showed that social capital had mediation and moderation responsibilities. For example, Zhang, et al. (2020) and Lu, et al. (2019) proved that social capital played mediating and moderating roles in organizational commitment and job satisfaction. In addition, workplace social capital is an important form of social capital, which is expected to play an important role in the relationship between career development support and work engagement.

Previous research also shows that workplace social capital is examined for its role as mediation and moderation. For example, Zhang, et al. (2020) examined social capital in the workplace as an important form of social capital, which is expected to play an important role in both providing greater indirect influence and strengthening the relationship between work stress and professional identity in nurses in hospitals. In this case, workplace social capital is able to play a mediating role, but is unable to moderate the influence of work stress on professional identity. Lu et al. (2023) also conducted a study on nurses, examining the relationship between social capital and job satisfaction, turnover intention, leadership, work performance, organizational commitment, structural empowerment, professional commitment, in hospital nurses. Pedersen et al (2023) tested the relationship between social capital in the workplace and mental health. Pihl-Thingvad et al. (2021) studied the relationship between workplace social capital and high workload of hospital nurses. Paşamehmetoğlu et al. (2022) examined the relationship between social capital and organizational trust and service recovery performance in hotels. However, it is very difficult to find research on the important role of workplace social capital in the relationship between career development support and work engagement in banking institutions. For this reason, this research fills this research gap, thereby giving rise to new research.

Career development support often promotes many people, with the idea of performing "stuck" job exhibiting a high fun rate. It also affects well-being, organizational commitment, work engagement, productivity, and employees' turnover with an increased support level. In this context, organizational commitment is inseparable from work engagement. When employees have a high level of commitment, a strong belief is subsequently possessed in the acceptance of organizational goals and values. The will to perform considerable effort and sacrifice for their company is also highly emphasized. In addition, a strong desire to maintain organizational relationships is possessed by employees (Cao, et al., 2019). This study was conducted in the Bank Muamalat Indonesia (BMI) in Jakarta, which was the first Islamic financial institution in the country. In 2019, the Human Capital Directorate of the bank released some new products and

implemented various programs to increase work engagement levels, according to a previous survey. These new programs included the following, (1) a career management system, (2) career development and talent management programs and activities, (3) learning media digitization, (4) information disclosure regarding job vacancies for internal employees, (5) the reward system transparency through a total statement, and (6) a recognition program for the best employees. The increased level of work engagement was also expected to elevate employees' productivity and improve the quality of human resources, to achieve the Bank's goals (Bank Muamalat, 2019). Therefore, this present study prioritizes the application patterns of SET, regarding the analysis of the effect of career development support on work engagement. It was conducted at the Bank Muamalat Indonesia in Jakarta.

**Social Exchange Theory (SET).** According to SET, individuals periodically developed exchange relationships, which are characterized by reciprocal norms through social actors, including other people, groups, and companies (Emerson, 1976). Unlike economic exchange where terms are determined and negotiable, social exchange involves unspecified obligations and non-negotiable future interactions (Blau, 1964). In this process, social interactions and reciprocal norms often positively and negatively reinforce each other (Cropanzano et al., 2017; Yamao et al., 2020). This explains that an individual is obligated to favourably reciprocate the kindness of an exchange partner. However, a negative involvement is observed when the individual is being harassed by the partner. SET has been adequately applied in domestic settings as an explanation for individual motivation for positive outcomes, including extra-role behavior (Cropanzano & Mitchell, 2005).

**Work Engagement.** Work engagement emphasizes the ability of employees to consistently determine the energizing, inspiring and meaningful aspects of their jobs, due to connecting with the highest organizational strengths, values and passions (Cao et al., 2019; Nurhayati et al., 2023; Gustiah & Nurhayati, 2022). When these employees are able to harness personal strengths in their roles, they are more likely to feel motivated, engaged, and satisfied. Performance and engagement are also naturally derived when employees prioritize human potential (Bhagra, 2020).

**Career Development Support and Work Engagement.** Career development is the process of selecting a profession, enhancing skills, and advancing along a specified path. This is a lifelong learning and decision-making process, which ensures the closeness to ideal jobs, skills and lifestyles. It is also a self-knowledge, exploratory, and decision-making procedure of a career. In this process, employees need to successfully navigate various options, to select and train for jobs matching their personalities, skills and interests (Yamao, 2020). Several companies are presently important in the maintenance of employees' careers, due to the incapacities of some companies in retaining qualified staff. This is based on the high competition for talent acquisition (Hitotsuyanagi-Hansel et al., 2016). In this context, some previous reports, such as Yamao et al. (2020), stated that training programs should be provided to motivate employees in interacting and supporting the adjustment and achievement of assigned tasks. This training process also provided them with a greater sense of support and respect from the organization, according to standard welfare, career, and professional development (Shen et al., 2018). When employees obtain career development support from the company, their socio-emotional needs and motivation are adequately met (London, 1993).

Based on SET, the positivity of meeting socio-emotional needs often lead employees to positively repay the investment of the company in their abilities and skills (Cropanzano et al., 2017). Organizational career development support also enables employees to acquire competencies, as well as adequately and efficiently perform their jobs. This potentially saves time and increases the confidence of employees in performing assigned tasks. Meanwhile, they feel uncertain and insecure about their career successes and work abilities when little organizational support is observed from a subsidiary (Yamao et al., 2020). Regarding related literature, employees were more likely to develop a psychological attachment to employers when their work potential was increased with a clear organizational career course. This attachment promoted them to meet all the set requirements, by releasing all their potential to pursue the appropriate careers capable of providing organizational values. These conditions subsequently became an incentive for employees to repay employers through more work engagement (Whittington, 2020). In this process, they consistently determined the energizing, inspiring, and meaningful aspects of their jobs, due to appropriately connecting with the highest organizational strengths, values, and passion (Bhagra, 2020). Based on these descriptions, the following hypothesis is proposed:

H1: Career development support positively influence work engagement.

**Career Development, Organizational Commitment, Work Engagement.** Organizational commitment is a psychological state describing the relationship between employees and the company. This relationship influences the decisions of employees to continue or discontinue membership (Cao et al. 2019). It also reflects the psychological contract between employees and employers, which is a mental mechanism for facilitating job stability. According to a literature, vocational staff had greater job responsibilities than other employees, and were completely dedicated to the company, which specifically strengthened their abilities.

Career development often promotes many people, with the idea of performing "stuck" jobs exhibiting a high fun rate. It also affects well-being, organizational commitment, work engagement, productivity, and employees' turnover through an increased support level. From this context, organizational commitment is inseparable from work engagement. Based on SET, employees reportedly have strong beliefs in accepting organizational goals and values when organizational commitment is highly possessed. The will to perform considerable effort and sacrifice for their company is also highly emphasized. In addition, a strong desire to maintain organizational relationships is adequately possessed by employees (Dewi & Nurhayati, 2021; Rahman & Karim, 2022; Cao et al., 2019). From these descriptions, the following hypotheses are proposed:

H2: Career development support positively influences organizational commitment.

H3: Organizational commitment positively affects work engagement.

H4: Organizational commitment mediates the effects of career development support on work engagement.

Career Development Support, Workplace Social Capital, and Work Engagement. The workplace is an important factor in public relationships, whose existence in the social capital core is observed with the interconnections and networks in the work process (Gao et al., 2012; Dilmaghani, 2022). Workplace social capital is reportedly a useful concept in handling the organizational and public factors of the work environment (Berthelsen et al., 2019). According to Xu et al. (2020), it is a network of relationships formed through the interactions among employees in a work unit. This indicated that social capital in a constructive workplace improved the physical and mental health levels of employees, as well as increased their overall job satisfaction (Kowalski et al., 2010; Middleton et al., 2018; Sheingold & Sheingold, 2013; Shin & Lee, 2016). Another previous report also showed that it had mediation and moderation responsibilities. For example, social capital plays a mediating and moderating role in organizational commitment and job satisfaction (Lu et al., 2019). Therefore, workplace social capital is an important form of social capital, which plays an important role in the relationship between career development and work engagement. Based on these descriptions, the following hypotheses are proposed:

H5: Workplace social capital positively influences work engagement.

H6: Workplace social capital moderates the effects of career development support on work engagement.

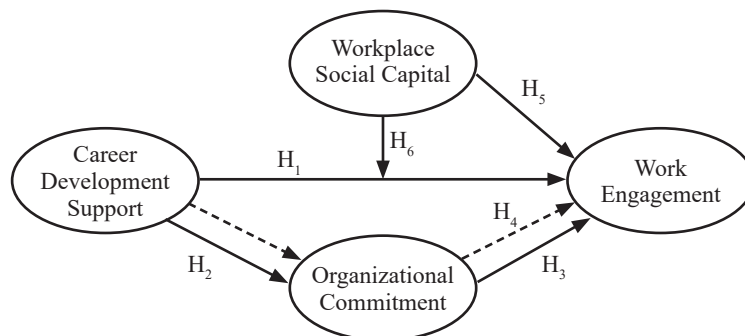


Figure 1. Conceptual Framework

## METHOD

This study was conducted on the employees of Bank Mualamat Indonesia in Jakarta. Based on the approach adopted by Tabachnick & Fidell (2012), 5-15 parameters were used to determine the sample size. These parameters were subsequently multiplied by 31 to determine an sample size of 155, regarding the field conditions. In addition, a simple random sampling technique was used for selection purposes.

The measurement of career development support was carried out using three items, as adopted from Yamao et al. (2020) and Kraimer et al. (2011). For workplace social capital, analysis was also implemented through three dimensions, as obtained by Hauser (2015) and Zhang et al. (2020). These dimensions included employees' networks, leadership trust, and workplace norms, which contained three, three, and two items, respectively. Moreover, the organizational commitment was measured by the approach of Meyer & Allen (1991), using three dimensions. These included affective, continuous, and normative commitments, which contained three, two, and three items, respectively. The technique of Brand et al. (2013) were also used to analyze work engagement through 4, 4, and 3 items of vigor, dedication, and absorption, respectively.

A structural equation modelling (SEM) technique was used with SmartPLS 3.00 software, to test hypotheses through several considerations. Firstly, SEM simultaneously solved multiple equations, compared to ordinary regression analysis such as the standard SPSS package (Kroehne et al., 2003). Secondly, the technique was able to simultaneously analyze the mediation effect (Tabachnick & Fidell, 2012).



## RESULTS

This study was conducted on BMI employees, with the required sample size selected through the random sampling technique. The Google Form application was also used to contact the participants and develop the analytical questionnaires distributed for 2 months. In this process, data were obtained from about 155 participants. Based on the demographic characteristics, approximately 60% male and 40% female were observed regarding gender analysis. For age, 32.08% and 30.57% of the participants were below 26 and between 26-30 years old, respectively. Approximately 38.87%, 25.77%, and 23.77% also had 2-5, 5-10, and more than 10 years of working experience, respectively. This indicated that most of the participants were comfortable working in the company.

The SEM-PLS analysis began with the outer model test (measurement model analysis), which emphasized construct validity and reliability. From the cross-loading estimation, the loading factor of the indicators, EE3, EE6, EE7, and EE12, had the lowest values. These were subsequently removed due to their effects on the low discriminant validity value. After this process, both the convergent and discriminant validities were observed in the "Very Good" category, as shown in Tables 1 and 2. The loading factor also had a greater value for each variable, proving that the convergent and discriminant validity of the analytical instrument was high. Based on these results, the instrument of each variable was declared as the appropriate measurement tool.

Table 1. Mean and Convergent Validity

Symbol	Items	Mean	CDS	EE	OC	WSC
CDS1	The company has programs and policies that help employees to progress in their functional specialization	3.015	0.869			
CDS2	The company provides programs and policies for employees to develop their managerial skills	3.114	0.903			
CDS3	The company has opportunities that help employees to reach a higher managerial level	3.189	0.826			
EE1	I have high energy in doing work	3.735		0.738		
EE2	I have the ability to adapt well (resilience) to work	3.659		0.727		
EE3	I have the desire to try my best at work	3.773		0.454		
EE4	I do not give up easily in completing the work provided	3.530		0.681		
EE5	I can work with enthusiasm because I feel needed by the company	3.659		0.802		
EE6	I feel enthusiastic about the job provided by the company	3.811		0.612		
EE7	I have inspiration and persistence in doing the job to completion	3.780		0.576		
EE8	I feel that I have gained valuable experience from the work I do	3.629		0.785		
EE9	I feel that the job provided is a challenge to be done well	3.136		0.713		
EE10	I have full attention to the work that is assigned	3.333		0.734		
EE11	I have a high concentration in completing work	3.311		0.800		
EE12	I am always serious about completing the work provided by the company	2.841		0.542		
OC1	I feel emotionally attached to the company	3.371			0.902	
OC2	I feel part of the company	2.674			0.683	
OC3	My involvement in working is in line with company goals.	3.053			0.820	
OC4	I feel the company has provided a lot for me not to leave the company	3.167			0.868	
OC5	I feel obligated to stay with the company	3.364			0.813	
OC6	Working in this company is what I need	3.598			0.700	
OC7	When I leave this company, the new company is not necessarily better	3.561			0.806	
OC8	My future career depends only on the company	3.083			0.838	
WSC1	People inform each other about work-related matters at the work unit	3.106				0.799
WSC2	People feel understood and accepted among themselves	3.583				0.780
WSC3	People in work units perform tasks together to help develop and implement new ideas	3.348				0.774
WSC4	Our superiors treat us with kindness and consideration	2.856				0.836
WSC5	We can trust our supervisors	3.015				0.885
WSC6	Our employers show concern for our rights as employees	3.114				0.691
WSC7	Conflicts and differences in opinion are handled objectively and fairly	3.189				0.690
WSC8	Everyone in the company has a common vision and perspective, concerning how the company is supposed to develop in future	3.735				0.725
Average Variance Extracted (AVE)			0.751	0.577	0.651	0.601

Source: Results of data processing using PLS 3.0, 2023

The inner model analysis (structural model analysis) was evaluated by testing R-square, Q2, and GoF (Table 2). Based on the results, the R-squared values obtained were 0.519 and 0.558, which were then included in the moderate category. This confirmed that the developed model was able to explain 51.9% and 55.8% of the dependent variable variation, with the remaining 48.1% and 44.2% evaluated by the unanalyzed determinant. For the Q2 value, 0.787 was also greater than 0, indicating that the model had high predictive relevance. Meanwhile, the GoF (goodness of fit) value obtained 0.326 proving that the overall moderate level closer to the model suitability was strong. This was because the model had a value greater than 0.38, as the minimum limit for a good suitability level.

Table 2. Discriminant Validity, Construct Reliability, dan Inner Model: R Square, Q<sup>2</sup>, GoF

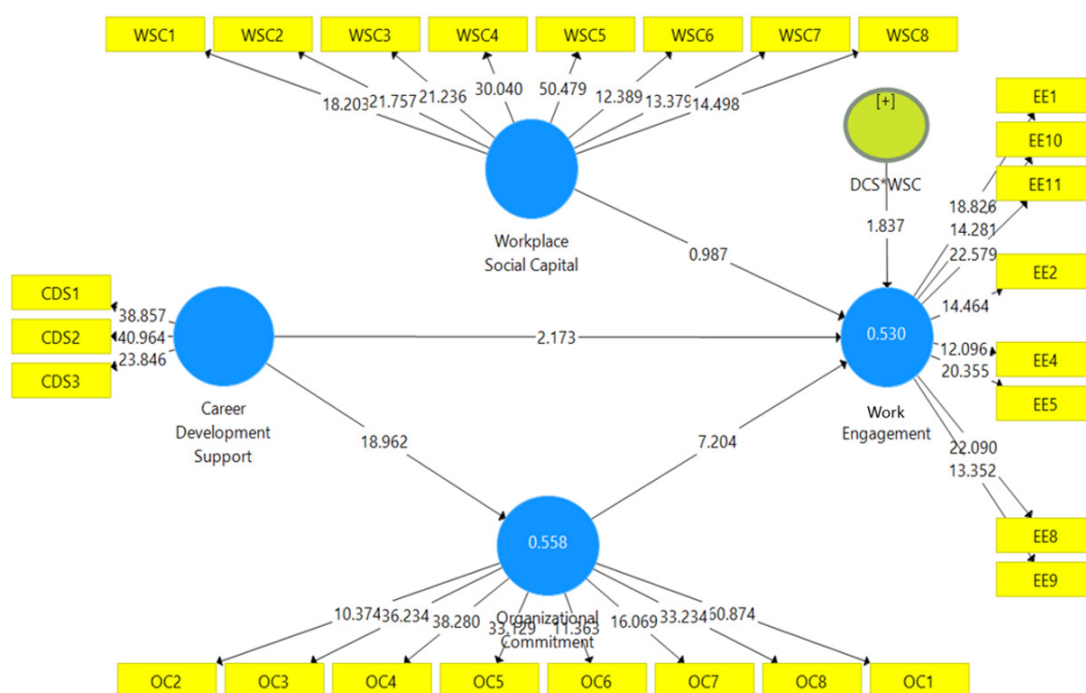
Variables	Fornell-Larcker Criterion				Reliability Test		R Square	Q Square	GoF
	CDS	EE	OC	WSC	Cronbach's Alpha	Composite Reliability			
Career Development Support	0.867				0.836	0.900			
Work engagement	0.419	0.760			0.895	0.916	0.530	0.787	0,326
Organizational Commitment	0.747	0.700	0.807		0.922	0.937	0.558		
Workplace Social Capital	0.751	0.558	0.758	0.775	0.904	0.923			

Source: Results of data processing using PLS 3.0, 2023

Table 3. Hypothesis Testing Results

	Original Sample	Standard Deviation	T Statistics	P Values	Conclusion
Career Development Support → Work engagement	0.281	0.116	2.173	0.008	H1 Accepted
Career Development Support → Organizational Commitment	0.747	0.041	18.962	0.000	H2 Accepted
Organizational Commitment → Work engagement	0.810	0.112	7.204	0.000	H3 Accepted
Career Development Support → Organizational Commitment → Work engagement	0.605	0.092	6.578	0.000	H4 Accepted
Workplace Social Capital → Work engagement	0.125	0.113	0.987	0.135	H5 Rejected
CDS*WSC → Work engagement	0.142	0.078	1.837	0.035	H6 Accepted

Source: Results of data processing using PLS 3.0, 2023



Source: Results of data processing using PLS 3.0, 2023.

Figure 2. Hypothesis Testing

Furthermore, based on the data in Table 3, of the six hypotheses proposed, five hypotheses were accepted, and only one hypothesis was not accepted. By using one tailed hypothesis testing at a probability level of 0.05, the five t-statistic values have values greater than the critical value of 1.645, and the P-value is smaller than 0.05. The hypothesis that is not accepted is the influence of workplace social capital on work engagement.

## DISCUSSION

Based on the results, career development support positively affected work engagement, indicating the acceptance of H1. This proved that a career supported by the company promoted employees to work with vigor, dedication, and absorption, which subsequently emphasized work engagement. This was in line with the SET, where employees often feel obligated to adequately respond to organizational tasks due to being appropriately treated by the company, indicating better work engagement (Veriyanti & Nurhayati, 2022; Cropanzano et al., 2017; Yamao et al., 2020). According to Yamao et al. (2020) and Kraimer et al. (2011), the support of the company in career development prioritized the existence of various programs and policies, which helped in developing the functional specializations and managerial abilities of employees. This organizational support also affected vigor, dedication, and absorption, specifically in obtaining valuable work experience and possessing a high concentration toward job completion (Brand et al., 2013).

Career development support also affected organizational commitment positively, proving the acceptance of H2. This showed that organizational support increased employees' affective, normative, and sustainable commitments, as well as managerial abilities, to develop functional specializations and higher administrative levels. For employees, these increased commitments often emphasized the following, (1) emotional attachment to the company, (2) work engagement according to organizational goals, (3) non-abstinence from the working environment due to the multiple effective organizational efforts provided (Dewi & Nurhayati, 2021; Tremblay, 2021; Yamao et al., 2020; Meyer & Allen, 1991). In this case, SET was applied to explain the relationship, indicating that good organizational support led to the higher commitment of employees to the company.

According to the results, organizational commitment positively affected work engagement, confirming the acceptance of H3. This indicated that the longer stay of employees in the company led to higher commitment levels, regarding the feelings of being wanted, needed, and obligated (Siswandi, et al., 2023; Andrulli & Gerards, 2022; Hood et al., 2022; Woods et al., 2012; Philipp & Lopez, 2013; Loi et al., 2012). In this context, only adequately engaged employees were promoted to consistently determine the energizing, inspiring, and meaningful aspects of their jobs when they harness the highest organizational strengths, values, and passions (Cao et al., 2019). These activities were often performed with feelings of motivation, engagement, and satisfaction. In addition, performance and engagement naturally occurred when employees prioritized key individual potential (Bhagra, 2020).

From the results, the more career development support obtained by employees led to higher work engagement. This engagement level is even greater when they have a close relationship to stay in the company, due to being wanted, needed, and obliged (Woods et al., 2012; Philipp & Lopez, 2013; Loi et al., 2012). Therefore, the organizational commitment was able to partially mediate the effect of career development support on work engagement, indicating the acceptance of H4.

Workplace social capital did not affect work engagement, indicating the rejection of H5. This was because the workplace is an important factor in public relations and a network contained in the work process serving as the core of social capital (Gao et al., 2012). Workplace social capital characterizes situations and conditions, which contain employees' networks, leadership beliefs, and workforce norms (Hauser, 2015, Zhang et al., 2020). In the workplace, constructive social capital also improves the physical and mental health levels of employees, as well as job satisfaction. However, specifying conditions is not necessarily able to promote the enthusiasm, dedication, and absorption of employees at work.

Based on the results, workplace social capital moderated the effect of career development support on work engagement, confirming the acceptance of H6. Although workplace social capital was unable to directly affect work engagement, it still played an important role in strengthening the relationship between career development and work engagement. This proved that organizational support in career development was stronger in promoting work engagement. These effects were observed when conditions and situations were found in the working environment having employees' networks, leadership trust, and workforce norms (Hauser, 2015; Zhang et al. 2020).

## CONCLUSION

According to the results, career development support promoted increased work engagement and strengthened the relationship between employees and the company, through the elevation of organizational commitment. The higher tendency for employees to want, need, and feel obligated to stay in the company also promoted vigor, dedication, and absorption, regarding increased work engagement characteristics. Furthermore, organizational commitment partially mediated the relationship between career development support and work engagement. Although workplace social capital was unable to promote increased work engagement, it still strengthened the relationship between career development support and work engagement. Based on the theoretical implications, this study enriches the analysis of organizational behavior theory, specifically in work engagement, which is related to career development support, organizational commitment, and workplace social capital in banking institutions. Meanwhile, the practical implications showed that company need to improve the programs and policies helping employees to develop their functional specializations and managerial abilities. This promotes employees' emotional attachment, regarding more energy, work enthusiasm, and valuable job experience.

Besides these results and implications, some limitations were also observed. Firstly, some results were not in line with the SET and workplace social capital did not affect work engagement. These outcomes were capable of filling the analytical gap, through the inclusion of moderation between the numerous relationships. For example, feeling insecure about working in banking institutions because technological advances promote the disruption of a teller. Some mediating variables should also be included, such as workplace agility. Secondly, the scope of the analysis only encompassed one company. In this case, the results obtained should be more generalized, to broaden the scope of the study. For example, conducting a report on all BMI branches in Indonesia. Thirdly, the contribution of the study model was relatively moderate. In this case, organizational agility or change should be included in subsequent future reports.

## REFERENCES

- Andrulli, R. & Gerards, R. 2022. How New Ways Of Working During COVID-19 Affect Employee Well-Being Via Technostress, Need For Recovery, And Work Engagement. *Computers in Human Behavior*, <https://doi.org/10.1016/j.chb.2022.107560>
- Bank Muamalat, 2019. *Laporan Tahunan Bank Muamalat Indonesia tahun 2019*.
- Berthelsen, H., Westerlund, H., Pejtersen, J. H., & Hadzibajramovic, E. 2019. Construct Validity Of A Global Scale for Workplace Social Capital based on COPSOQ III. *Plos One*. 14(8). <https://doi.org/10.1371/journal.pone.0221893>
- Blau, P. 1964. *Exchange And Power In Social Life*. New York: Wiley.
- Bhagra, A., Croghan, I. T., Monson, T. R., Schletty, A. A., Baedke, L. K. and Ghosh, K. 2020. An Innovative, Pilot Program to Enhance Career Development and Staff Engagement for Mid- and Late-Career Physician Staff Within an Academic Institution: The RISE Program. *Clin Proc Inn Qual Out*; 4(6), 786-791 <https://doi.org/10.1016/j.mayocpiqo.2020.07.016>.
- Blundell, R., Dias, M. C., Joyce, R., & Xu, X. 2020. Covid-19 and Inequalities. *Fiscal Studies*. 41(2), 1-25. <https://doi.org/10.1111/1475-5890.12232>.
- Brand, C., Havenga, W., Visagie, J. 2013. Revisiting The Validity And Reliability Of The Gallup Workplace Audit In A South African Petrochemical Company. *J Soc Sci*. 37(1), 69-79. <https://doi.org/10.1080/09718923.2013.11893205>.
- Cao Y., Liu, J., Liu, K., Yang, M., Liu, Y. 2019. The Mediating Role Of Organizational Commitment Between Calling And Work Engagement Of Nurses: A Cross-Sectional Study. *International Journal of Nursing Sciences* 6, 309-314.
- Cropanzano, R. and Mitchell, M. S. 2005. Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874-900. <https://doi.org/10.1177/0149206305279602>.
- Dewi, R. S., & Nurhayati, M. 2021. The Effect of Career Development on Turnover Intention with Job Satisfaction and Organizational Commitment as Mediators, Study at PT Control Systems Arena Para Nusa. *European Journal of Business and Management Research*, 6(4), 11–18. <https://doi.org/10.24018/ejbmr.2021.6.4.918>
- Dilmaghani, M. 2022. The Link Between Smoking, Drinking And Wages: Health, Workplace Social Capital Or Discrimination? *Industrial Relations Journal*. 53(2), 160-183. <https://doi.org/10.1111/irj.12361>.
- Emerson, R. M. 1976. Social Exchange Theory. *Annual Review of Sociology*, 2, 335-362. [http://umsl.edu/~keelr/3210/resources/emerson\\_social\\_exchange.pdf](http://umsl.edu/~keelr/3210/resources/emerson_social_exchange.pdf)



- Ferreira, P. 2020. Work engagement in Tourism: A Generational Study of European Countries. *Cuadernos de Turismo*, 46, 349-365. <https://doi.org/10.6018/turismo.451871>.
- Gustiah, I. P. & Nurhayati, M. 2022. The Effect of Green Transformational Leadership on Green Employee Performance through Green Work Engagement. *Sch J Econ Bus Manag*, 9(7): 159-168. <https://doi.org/10.36347/sjebm.2022.v09i07.002>.
- Hauser, C. 2015. Effects of Employee Social Capital on Wage Satisfaction, Job Satisfaction and Organizational Commitment. Working Papers. 12, Faculty of Economics and Statistics, University of Innsbruck.
- Hood, A. M., Booker, S. Q., Morais, C. A., Goodin, B. R., Letzen, J. E., Campbell, L. C., Merriwether, E. N., Aroke, E. N., Campbell, C. M., Mathur, V. A., & Janevic, M. R. 2022. Confronting Racism in All Forms of Pain Research: A Shared Commitment for Engagement, Diversity, and Dissemination. *The Journal of Pain*, 23 (6) 913–928. <https://doi.org/10.1016/j.jpain.2022.01.008>.
- Kroehne, U., Funke, F., & Steyer, R. 2003. (Why) Should we use SEM? – Pros and cons of structural equation modelling. *MPR-online*, 8.
- Loi, R., Lai, J. Y. M., and Lam, L. W. 2012. Working Under A Committed Boss: A Test Of The Relationship Between Supervisors' And Subordinates' Affective Commitment. *Leadership Quarterly*, 23, 466-475. <https://doi.org/10.1016/j.leaqua.2011.12.001>.
- Meyer, J. P. & Allen, N. J. 1991. A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1(1), 61-89.
- Nazir, O.; Ul Islam, J.; & Rahman, Z. 2021. Effect of CSR Participation On Employee Sense Of Purpose And Experienced Meaningfulness: A Self-Determination Theory Perspective. *Journal of Hospitality and Tourism Management*. 46, 123-133. <https://doi.org/10.1016/j.jhtm.2020.12.002>.
- Nink, M. & Robinson, J. 2016. The Damage Inflicted by Poor Managers. *Business Journal*. 12 (20).
- Nurhayati, M., Kusumawardani, N., Saputra, A. R. P., & Santosa, A. 2023. Competence, Innovative Work Behavior, and Work Engagement: A Comparison of Generation X and Millennials. *Jurnal Organisasi dan Manajemen*, 19(2), 446–460. <https://doi.org/10.33830/jom.v19i2.4855.2023>
- Paşamehmetoğlu, A., Guzzo, R. F., & Guchait, P. 2022. Workplace Ostracism: Impact On Social Capital, Organizational Trust, And Service Recovery Performance. *Journal of Hospitality and Tourism Management*, 50, 119-126. <https://doi.org/10.1016/j.jhtm.2022.01.007>
- Pedersen, L. M., Laursen, S., & Buttenschøn, H. N. 2023. Is Mental Health Positively Associated With Workplace Social Capital Among Danish Hospital Employees? A multilevel study. *Mental Health & Prevention*, 32, 200300. <https://doi.org/10.1016/j.mhp.2023.200300>
- Philipp, B. L. U. & Lopez, P. D. J. 2013. Contracts, Commitment, and Citizenship Behavior The Moderating Role of Ethical Leadership: Investigating Relationships Among Employee Psychological. *Journal of Leadership dan Organizational Studies* 20(3) 304–315. <https://doi.org/10.1177/1548051813483837>.
- Pihl-Thingvad, J., Andersen, L. P. S., Pihl-Thingvad, S., Elklit, A., Brandt, L. P. A., & Andersen, L. L. 2021. Can High Workplace Social Capital Buffer The Negative Effect Of High Workload On Patient-Initiated Violence? Prospective Cohort Study. *International Journal of Nursing Studies*, 120, 103971. <https://doi.org/10.1016/j.ijnurstu.2021.103971>
- Rahman, M. H. A. & Karim, D. N. 2022. Organizational Justice And Organizational Citizenship Behavior: The Mediating Role Of Work Engagement. *Heliyon*. 8, e094502, 1-13.
- Siswandi, Y., Jufrizen, Saripuddin, J., Farisi S., & Sari, M. 2023. Organizational Culture And Organizational Citizenship Behavior: The Mediating Role Of Learning Organizations And Organizational Commitment. *Jurnal Riset Bisnis dan Manajemen*, 16(1), 73-82. <https://doi.org/10.23969/jrbm.v16i1.7184>.
- Tabachnick, B. G., & Fidell, L. S. 2012. Using multivariate statistics (6th ed.). Pearson.
- Tremblay, M. 2021. Understanding The Dynamic Relationship Between Career Plateauing, Organizational Affective Commitment And Citizenship Behavior. *Journal of Vocational Behavior*, 129, 103611. <https://doi.org/10.1016/j.jvb.2021.103611>.
- Vagharseyyedin, S. A., Zarei, B., & Hosseini, M. 2018. The Role Of Workplace Social Capital, Compassion Satisfaction And Secondary Traumatic Stress In Affective Organisational Commitment Of A Sample Of Iranian Nurses. *Journal of Research in Nursing*, 23(5), 446–456. <https://doi.org/10.1177/1744987118762974>.
- Veriyanti, U., & Nurhayati, M. 2022. The Role of Leader-Member Exchange in Moderating the Influence of Competence, Innovative Behavior, and Career Development on Employee Engagement. *European Journal of Business and Management Research*, 7(1), 153–159. <https://doi.org/10.24018/ejbmr.2022.7.1.1260>
- Woods, S. A., Poole, R., & Zibarras, L. D. 2012. Employee Absence and Organizational Commitment: Moderation Effects of Age. *Journal of Personnel Psychology*, 11, 199-203. <https://doi.org/10.1027/1866-5888/a000073>.

- Yamao, S., Yoshikawa, T., Choi, D., & Toh, S. M. 2020. When Do Host Country Nationals Help Expatriates? The Roles Of Identification With The Multinational Enterprise And Career Development Support By The Subsidiary. *Journal of International Management*, 26(3), 100778. <https://doi.org/10.1016/j.intman.2020.100778>.
- Zhang, Y., Gao, Y., Tang, Y., & Li, Y. 2020. The Role Of Workplace Social Capital On The Relationship Between Perceived Stress And Professional Identity Among Clinical Nurses During the COVID-19 Outbreak. *Japan Journal of Nursing Science*. <https://doi.org/10.1111/jjns.12376>.