

Understanding Career Commitment in Healthcare: Integrating Self-Efficacy, Motivation, and Employee Engagement

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ARTICLE INFO

ABSTRACT

Keywords:

Self-Efficacy;
Motivation;
Employee
Engagement; Career
Commitment;
Healthcare
Employees;

Background: Healthcare organizations face growing challenges in maintaining employees' long-term career commitment due to high job demands, emotional pressure, and workforce instability. Career commitment is essential for ensuring service quality and organizational sustainability in hospital settings. This study aims to examine the effects of self-efficacy and motivation on career commitment and to investigate the mediating role of employee engagement among healthcare professionals at Rodliyah Achid Islamic Hospital.

Method: This study employed a quantitative research design using a census approach involving 86 healthcare employees at Rodliyah Achid Islamic Hospital in Indonesia. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 to evaluate the relationships among self-efficacy, motivation, employee engagement, and career commitment.

Results: The findings reveal that self-efficacy and motivation have significant positive effects on career commitment. In addition, both variables significantly improve employee engagement, which subsequently has a positive impact on career commitment. The study also confirms that employee engagement partially mediates the relationships between self-efficacy and career commitment, as well as between motivation and career commitment. These results indicate that employees with greater confidence in their abilities and stronger work motivation tend to demonstrate higher career commitment through increased psychological engagement at work.

Conclusion: This study contributes to the career commitment literature by providing empirical evidence from the healthcare sector that self-efficacy, motivation, and employee engagement are critical factors in strengthening long-term professional commitment. The findings highlight the importance of simultaneously enhancing employees' psychological confidence, work motivation, and engagement to sustain career dedication and organizational stability in healthcare environments.

Received: 10/29/2025

Revised: 1/2/2026

Accepted: 1/7/2026

How to cite this article:

Taufik, A.G., Perdhana, M.S., Mas'ud, F., Wahyuningsih, D.P.S., Rinenggautami, A. (2026). Understanding Career Commitment in Healthcare: Integrating Self-Efficacy, Motivation, and Employee Engagement. *Sharia Economic and Management Business Journal (SEMBJ)*, 7(1), 302-10. <https://doi.org/10.62159/sembj.v7i1.2323>

INTRODUCTION

The healthcare sector has become one of the most demanding professional environments in the contemporary world of work. Rapid technological advancement, increasing patient expectations, workforce shortages, and heightened emotional labor have significantly intensified job demands for healthcare professionals, particularly those working in hospital settings. Recent global evidence indicates that healthcare workers are experiencing unprecedented levels of workload pressure, psychological strain, and burnout, which directly threaten workforce stability and service quality (Shan et al., 2023). In this context, sustaining employees' long-term attachment to their professional careers commonly conceptualized as career commitment has emerged as a critical strategic challenge for healthcare organizations. Career commitment reflects an individual's psychological attachment to their chosen profession and their willingness to maintain and develop a long-term career within that field (Deng, 2023a). For hospitals, high levels of career commitment among healthcare employees are essential not only for reducing turnover but also for ensuring continuity of care, patient safety, and organizational resilience.

Among healthcare professionals, nurses and hospital staff constitute the backbone of healthcare delivery systems. Their roles require continuous interaction with patients, emotional regulation, high levels of responsibility, and adaptability to complex clinical situations. However, empirical studies consistently report that healthcare organizations, particularly private hospitals, struggle with low levels of commitment and increasing turnover intentions among their employees (Berber & Gašić, 2024; Ghani et al., 2024). Low career commitment among healthcare workers has been linked to decreased job satisfaction, weakened professional identity, diminished service quality, and higher patient dissatisfaction (T. Zhang et al., 2021; X. Zhang et al., 2022). These challenges underscore the urgency of identifying the psychological and motivational factors that sustain employees' long-term commitment to their careers in healthcare environments characterized by persistent pressure and uncertainty.

Theoretical perspectives on career development emphasize that career commitment is not merely an outcome of organizational policies or external incentives but is deeply rooted in individuals' psychological resources and motivational states. Contemporary career theories suggest that personal beliefs, motivational processes, and work-related psychological conditions interact dynamically to shape individuals' career trajectories and professional persistence (Doğan et al., 2025; Franklin & Ayentimi, 2025). Within this framework, self-efficacy, motivation, and employee engagement have emerged as key explanatory variables in understanding why some individuals remain committed to their careers despite adverse working conditions, while others disengage or seek alternative career paths.

Self-efficacy, defined as individuals' belief in their capability to successfully perform job-related tasks and overcome work challenges, has been widely recognized as a fundamental personal resource in career development research. Rooted in social cognitive theory, self-efficacy influences how individuals perceive work demands, regulate emotions, and sustain effort in the face of adversity. Empirical studies across diverse occupational contexts demonstrate that individuals with high self-efficacy are more confident in navigating career challenges, more proactive in career planning, and more resilient when facing work-related stressors (Amaral et al., 2023; J. Zhang et al., 2024). Recent evidence further suggests that self-efficacy plays a pivotal role in fostering career commitment by strengthening individuals' confidence in their professional competence and future career prospects (Luo et al., 2024; Okamoto et al., 2024). However, despite the relevance of self-efficacy for healthcare professionals who routinely operate in high-stakes environments, empirical research examining its influence on career commitment within hospital settings remains limited. Most existing studies have focused on industrial, educational, or hospitality contexts, leaving the unique psychological dynamics of healthcare careers underexplored.

In parallel, work motivation has long been acknowledged as a central driver of employee attitudes and behaviors. Motivation energizes individuals, directs their effort toward work goals, and sustains persistence over time. Both intrinsic motivation, derived from personal meaning and professional fulfillment, and extrinsic motivation, driven by rewards and recognition, have been shown to influence employees' commitment to their careers (Silva et al., 2023; To & Yu, 2024). In career-related research, motivated individuals are more likely to invest in skill development, maintain enthusiasm for their profession, and demonstrate long-term dedication. Empirical evidence indicates that motivation significantly predicts career commitment across various sectors, including education, public service, and industry (Deng, 2023a; Redondo et al., 2021). Nevertheless, healthcare settings present distinct

motivational challenges due to emotional labor, ethical responsibility, and high work intensity. Despite these distinctive characteristics, motivation-based explanations of career commitment among healthcare employees remain relatively scarce, creating an important gap in the literature.

While self-efficacy and motivation represent critical personal drivers of career commitment, recent scholarship increasingly highlights employee engagement as a key psychological mechanism that translates individual resources into sustained professional dedication. Employee engagement refers to a positive, fulfilling work-related state characterized by vigor, dedication, and absorption. Engaged employees invest physical, cognitive, and emotional energy into their work roles, developing a strong psychological connection to their professional activities and organizational environment (Bao & Jolly, 2024; Kwon et al., 2024). Empirical studies suggest that employee engagement enhances persistence, strengthens professional identity, and fosters long-term career attachment (Evada Rustina et al., 2025; Qiu & Rojniruttikul, 2025). In service-intensive sectors, engagement has been shown to play a critical role in maintaining employees' commitment despite demanding work conditions (Zhou et al., 2025).

Importantly, emerging research suggests that employee engagement may function as a mediating mechanism linking personal resources such as self-efficacy and motivation to career-related outcomes. Individuals who believe in their capabilities and feel motivated are more likely to become deeply engaged in their work, which subsequently strengthens their commitment to their chosen profession (Bao & Jolly, 2024; Bhawna Swami, 2025). However, empirical models that simultaneously integrate self-efficacy, motivation, employee engagement, and career commitment remain limited, particularly within healthcare contexts. Existing studies often examine these variables in isolation or focus on organizational commitment rather than career commitment, thereby overlooking the profession-centered attachment that is especially relevant for healthcare workers whose identity is closely tied to their vocation.

Healthcare workers face rising pressures from increasing patient demands, complex health conditions, workforce shortages, administrative burdens, and emotional stress, intensified by evolving technologies (Sipos et al., 2024). Nurses, as a key workforce in healthcare delivery and comprising the largest proportion of personnel in hospital organizations, play a crucial role in shaping organizational performance, service efficiency, and overall patient care outcomes (Al-Haroon & Al-Qahtani, 2020). However, numerous studies have highlighted low degrees of organizational commitment among nurses in private hospitals across different countries, which contribute to increased turnover intentions (Amelwatin & Batmomolin, 2025).

In efforts to enhance the quality of human resources in the healthcare sector, understanding the factors influencing nurses' organizational commitment has become increasingly important (Amelwatin & Batmomolin, 2025). Low organizational commitment is often associated with decreased job satisfaction and motivation, ultimately leading to a decline in service quality and an increase in patient complaints (Sepahvand et al., 2019). Therefore, maintaining and enhancing nurses' organizational commitment is a strategic aspect of ensuring the sustainability and quality of hospital services (Amelwatin & Batmomolin, 2025).

The seriousness of this issue is evident in practice, as healthcare workers in several countries have expressed dissatisfaction through strikes and public protests driven by staff shortages and unsustainable workloads. In Indonesia, attention to organizational commitment among nurses in private hospitals has increased in recent years, although research findings remain mixed. Studies conducted in Jakarta have linked low organizational commitment and high turnover rates to limited autonomy and insufficient feedback (Rindu et al., 2020). Another study documented turnover intentions reaching 20.8% (Susanti et al., 2020).

The healthcare sector presents a unique context in which the integration of these variables is particularly important. Hospital employees are exposed to intense emotional demands, ethical dilemmas, and high responsibility for human lives. In such environments, career commitment is not solely determined by organizational conditions but is deeply influenced by individuals' confidence in their professional abilities, their motivational drive, and their level of psychological engagement with their work. Understanding how these factors interact provides valuable insights into the mechanisms that sustain long-term professional dedication in healthcare careers.

Despite growing scholarly interest in career commitment, several critical gaps remain evident in the existing literature. First, empirical research examining career commitment among healthcare workers,

particularly in hospital settings, remains limited compared to studies conducted in non-healthcare sectors. Second, few studies have adopted an integrated explanatory model that simultaneously examines self-efficacy, motivation, and employee engagement as interconnected determinants of career commitment. Third, the mediating role of employee engagement in the relationship between personal psychological resources and career commitment has received insufficient empirical attention in healthcare contexts, particularly in developing countries such as Indonesia, where healthcare systems face structural and workforce-related challenges.

Previous studies have demonstrated a positive relationship between self-efficacy and career commitment, particularly in industrial, corporate, and non-healthcare contexts (Biswal & Chakraborty, 2025; Chen et al., 2021; Deng, 2023b; Zhu et al., 2024). Individuals with higher self-efficacy tend to show stronger confidence in their professional abilities, which supports long-term career commitment. However, empirical evidence examining this relationship among healthcare workers, especially nurses in hospital settings, remains limited, despite their distinct job demands and career structures. This gap indicates the need for further investigation of self-efficacy and career commitment within healthcare organizations.

Motivation has also been widely recognized as an important determinant of career commitment. Previous studies indicate that work motivation significantly influences career dedication among employees in academic, public sector, and industrial settings (Igere et al., 2020; Olubunmi, 2022; C. J. Wang, 2021). However, existing research has largely focused on non-healthcare professions, while empirical evidence concerning healthcare workers, particularly nurses in hospital environments, remains limited. This lack of attention creates a research gap in understanding how work motivation shapes career commitment within healthcare organizations.

Recent studies position employee engagement as a proximal predictor of career commitment, particularly within service industries, manufacturing sectors, and business organizations (Devi, 2025; Hadi & Johan, 2023; Mudannayake et al., 2024). Employee engagement has been shown to enhance professional dedication, loyalty, and intentions to remain in a chosen career path. However, empirical evidence on the influence of employee engagement on career commitment among healthcare workers, especially nurses in hospital settings, remains scarce. This limitation highlights a research gap in understanding the role of employee engagement in shaping career commitment within healthcare organizations.

Addressing these gaps, the present study seeks to investigate career commitment among healthcare employees by integrating self-efficacy, motivation, and employee engagement within a single explanatory framework. By focusing on hospital employees at Rodliyah Achid Islamic Hospital in Indonesia, this research provides context-specific empirical evidence that extends existing career commitment literature beyond traditional industrial and service sectors. The study contributes to theoretical advancement by clarifying the psychological pathways through which self-efficacy and motivation influence career commitment, highlighting employee engagement as a key mediating mechanism. Practically, the findings are expected to inform hospital management strategies aimed at strengthening workforce stability, enhancing professional dedication, and sustaining high-quality healthcare services.

METHOD

This Research employs a quantitative approach to analyse the structural links between self-efficacy, motivation, employee engagement, and career commitment in a hospital environment. A quantitative technique is deemed suitable for the Research, which seeks to evaluate theoretically grounded hypotheses and to measure the extent and importance of causal links among latent constructs. Quantitative methods provide objective measurement, statistical generalisation within the study context, and thorough assessment of both direct and indirect effects among variables, which corresponds with the explanatory nature of this Research.

The Research was performed at Rodliyah Achid Islamic Hospital in Moga, Pemalang, Central Java, Indonesia. This hospital was chosen as the Research site because it is a private healthcare facility operating in a high-demand service context, where staff face significant workload pressures and emotional challenges. These conditions offer a pertinent empirical framework for analysing career commitment and associated psychological factors among healthcare professionals. The target group

included all healthcare personnel employed at the hospital, encompassing both clinical and non-clinical professionals directly engaged in healthcare service provision. This study used a census sampling technique due to the very small population, thereby incorporating all members of the population as Research respondents. A total of 86 employees participated in the survey, ensuring thorough representation of the organisational workforce and reducing sampling bias.

Data were collected through a standardised self-administered questionnaire designed to assess respondents' perceptions of self-efficacy, motivation, employee engagement, and career commitment. The questionnaire items were derived from reputable, empirically tested scales used in previous international studies to ensure content validity and conceptual coherence. All measurement items were translated and adapted to fit the healthcare environment while preserving their original theoretical significance. Participants were requested to express their degree of agreement with each statement on a five-point Likert scale from 1 ("strongly disagree") to 5 ("strongly agree"). The use of a Likert scale simplifies response collection, improves measurement reliability, and is widely recognised in behavioural and organisational Research (F. Hair Jr et al., 2017).

Self-efficacy was assessed by measures that gauge individuals' confidence in their capacity to execute job-related tasks proficiently, navigate work challenges, and attain professional objectives. Motivation was evaluated using markers of both intrinsic and extrinsic dimensions of work motivation, including passion for work, goal orientation, and readiness to exert effort. Employee engagement was defined as a multidimensional construct encompassing vigour, dedication, and work task absorption, reflecting employees' psychological connection to their roles. Career commitment was assessed using indicators of individuals' emotional attachment to their jobs, their intention to persist in their chosen career, and their readiness to invest in long-term career advancement. Before conducting hypothesis testing, numerous measurement items with inadequate factor loadings were removed through re-estimation to ensure construct validity.

The data analysis used Partial Least Squares Structural Equation Modelling (PLS-SEM) with SmartPLS 3.0. PLS-SEM was chosen for its appropriateness for both predictive and exploratory Research, its capacity to handle complex models with numerous components, and its resilience in settings with small sample sizes and non-normal data distributions. In contrast to covariance-based SEM, PLS-SEM does not require stringent assumptions of multivariate normality, making it especially suitable for social science Research in healthcare settings where perceptual data are frequently used (F. Hair Jr et al., 2017).

The analytical technique employed a two-stage approach, comprising the evaluation of the measurement model (outer model) and the examination of the structural model (inner model). The initial phase involved evaluating the measurement model to determine the reliability and validity of the constructs. Convergent validity was assessed by analysing indicator loadings and average variance extracted (AVE), with acceptable thresholds set at loadings > 0.70 and AVE > 0.50. Internal consistency dependability was evaluated using Cronbach's alpha and composite reliability, with values above 0.70 indicating acceptable reliability. Cross-loadings were assessed to confirm that each indicator exhibited a stronger loading on its corresponding construct than on any other construct within the model.

In the second phase, the structural model was assessed to examine the proposed links among the constructs. Collinearity among predictor constructs was evaluated using variance inflation factor (VIF) values to confirm that multicollinearity did not distort the estimation results. Path coefficients were calculated to measure the strength and direction of correlations among variables, and the significance of these relationships was assessed using a one-tailed bootstrap test. The coefficient of determination (R^2) was analysed to assess the proportion of variance explained by the endogenous variables, thereby indicating the model's explanatory power. The effect size (f^2) was computed to evaluate the relative impact of each exogenous construct on the endogenous variables. The predictive relevance was assessed using the Stone–Geisser Q^2 statistic derived from the blindfolding method, where values above zero indicate sufficient predictive capacity.

To investigate the mediating role of employee engagement in the interactions among self-efficacy, motivation, and career commitment, indirect effects were assessed using bootstrapping. Mediation was deemed significant when the indirect path coefficients were statistically significant and consistent with theoretical expectations. This method facilitates a more refined comprehension of the psychological

mechanisms by which personal resources and motivational factors affect career commitment among healthcare professionals.

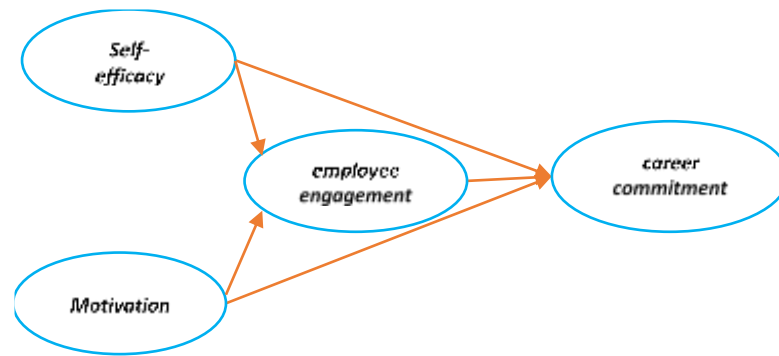


Figure 1. Conceptual Framework

RESULTS AND DISCUSSION

A total of 86 questionnaires were disseminated. The data were analysed using Smart PLS (Partial Least Squares) in three phases: the outer model (to evaluate validity and reliability), the inner model (to investigate structural correlations), and hypothesis testing (to determine the significance of the relationships). The Research examined three responder attributes: gender, age, and years of service. Table 1 summarises the categorisation of various responder qualities.

Table 1. Respondents’ Characteristics

Gender	Frequency	Percentage
Men	39	45,3 %
Women	47	54,7 %
Age		
20 – 25	9	10,5 %
26 – 30	21	24,4 %
31 – 35	16	18,6 %
36 – 40	29	33,7 %
41 – 45	7	8,1 %
>45	4	4,6 %
Years of service		
< 5	8	9,3 %
5 – 10	26	30,2 %
11 – 15	32	37,2 %
16 – 20	17	19,7 %
> 20	3	3,5 %

Table 1 presents the demographic characteristics of the respondents in this study, summarising their gender, age, and years of service. A total of 86 healthcare employees participated, demonstrating the implementation of a census methodology that guaranteed comprehensive representation of the hospital workforce. Understanding these features is crucial, as demographic factors may influence employees' perspectives, work attitudes, and career-related activities. The gender breakdown of the respondents was 47 women (54.7%) and 39 men (45.3%). This distribution reflects a very equitable gender makeup, with a slight majority of female employees. This tendency aligns with the overall labour composition in healthcare institutions, especially hospitals, where female personnel often constitute a larger share of the workforce. The balanced representation indicates that the outcomes of this study are not significantly skewed towards one gender and can accurately reflect the viewpoints of both male and female healthcare professionals.

The predominant age group among respondents was 36–40, comprising 33.7% of the sample. Subsequently, those aged 26–30 years accounted for 24.4%, while those aged 31–35 years accounted for

18.6%. Lower proportions were noted among personnel aged 20–25 years (10.5%), 41–45 years (8.1%), and 46+ years (4.6%). The age distribution reveals that most respondents were in the early to late phases of their careers, a significant factor as career commitment is frequently influenced by cumulative work experience, career expectations, and professional maturity. Employees in these age brackets are generally in a stage of professional consolidation, during which decisions about long-term career continuity become increasingly significant.

The majority of respondents had 11 to 15 years of service (37.2%), followed by those with 5 to 10 years (30.2%) and 16 to 20 years (19.7%). A minor fraction of employees had less than 5 years of service (9.3%) or more than 20 years (3.5%). This distribution indicates that the majority of respondents had considerable organisational experience and knowledge of hospital operations. The tenure features are significant for analysing career commitment, since an extended service term typically indicates greater professional socialisation and a stronger attachment to one's career. The respondent characteristics collectively suggest that the sample is primarily composed of seasoned healthcare professionals who are largely in their productive and consolidating career phases. This demographic profile enhances the study's applicability, as individuals in these age and tenure brackets are more likely to have established, stable notions of self-efficacy, motivation, employee engagement, and career commitment. Thus, the results obtained from this sample offer significant insights into the psychological factors that govern career commitment among healthcare professionals in hospital environments.

Table 2. Outer Loading Test Results

	Self-efficacy	Motivation	employee engagement	career commitment
X1.1	0,717			
X1.3	0,773			
X1.4	0,797			
X1.5	0,751			
X1.6	0,770			
X1.7	0,768			
X1.8	0,833			
X1.9	0,778			
X2.1		0,789		
X2.2		0,780		
X2.3		0,764		
X2.4		0,844		
X2.5		0,835		
X2.7		0,796		
X2.8		0,819		
X2.9		0,816		
Y1.1			0,775	
Y1.2			0,757	
Y1.3			0,821	
Y1.4			0,804	
Y1.5			0,847	
Y1.6			0,764	
Y1.7			0,740	
Y1.9			0,814	
Y1.10			0,793	
Y2.1				0,759
Y2.2				0,786
Y2.3				0,788
Y2.4				0,756
Y2.5				0,798
Y2.6				0,830
Y2.8				0,774
Y2.9				0,852
Y2.10				0,773

Table 2 presents the results of the outer-loading test, which was conducted to evaluate the measurement model's convergent validity. The findings reveal that all indicators exhibit loadings above the suggested threshold of 0.70, indicating robust correlations between each indicator and its corresponding latent construct. This verifies that the indicators sufficiently reflect the fundamental conceptions of self-efficacy, motivation, employee engagement, and career commitment. Multiple indicators were eliminated during the re-estimation process because their outer loadings fell below 0.70. The removal of these elements was essential to enhance the overall quality of the measurement model and ensure that only valid and reliable indicators were retained for subsequent analysis. Following the elimination of items, the measurement model demonstrated adequate convergent validity, indicating that each construct accounts for a significant proportion of the variance in its indicators.

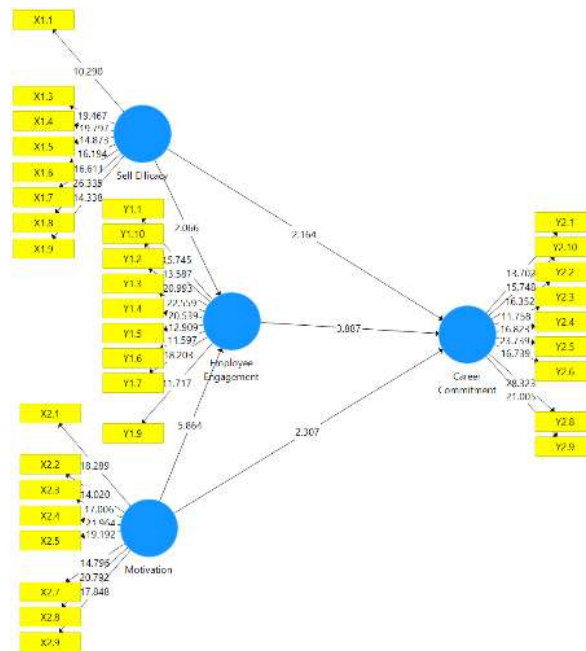


Figure 2. Structure model

Figure 2 presents the structural model that delineates the proposed links among self-efficacy, motivation, employee engagement, and career commitment. The model designates self-efficacy and motivation as exogenous variables, employee engagement as a mediating variable, and career commitment as the endogenous outcome variable. The directional pathways illustrated in the model indicate the direct influences of self-efficacy and motivation on career commitment, as well as their indirect effects mediated by employee engagement. The model's structure illustrates a coherent theoretical framework in which personal psychological resources and motivational factors directly and indirectly affect career commitment through employee engagement, providing a robust foundation for subsequent hypothesis testing.

Table 3. Cross Loading's

	Career Commitment	Employee Engagement	Motivation	Self Efficacy
X1.1	0,454	0,472	0,412	0,717
X1.3	0,593	0,519	0,474	0,773
X1.4	0,537	0,458	0,550	0,797
X1.5	0,462	0,379	0,417	0,751
X1.6	0,556	0,513	0,611	0,770
X1.7	0,564	0,508	0,591	0,768
X1.8	0,546	0,549	0,566	0,833
X1.9	0,506	0,504	0,498	0,778
X2.1	0,562	0,584	0,789	0,538

X2.2	0,599	0,609	0,780	0,529
X2.3	0,558	0,566	0,764	0,463
X2.4	0,575	0,581	0,844	0,494
X2.5	0,650	0,656	0,835	0,581
X2.7	0,582	0,636	0,796	0,564
X2.8	0,637	0,623	0,819	0,557
X2.9	0,664	0,607	0,816	0,580
Y1.1	0,586	0,775	0,587	0,484
Y1.10	0,618	0,757	0,569	0,397
Y1.2	0,678	0,821	0,686	0,618
Y1.3	0,595	0,804	0,609	0,510
Y1.4	0,695	0,847	0,593	0,577
Y1.5	0,693	0,764	0,597	0,538
Y1.6	0,552	0,740	0,488	0,364
Y1.7	0,586	0,814	0,639	0,528
Y1.9	0,600	0,793	0,586	0,453
Y2.1	0,759	0,588	0,533	0,516
Y2.10	0,786	0,576	0,519	0,396
Y2.2	0,788	0,600	0,626	0,592
Y2.3	0,756	0,604	0,539	0,424
Y2.4	0,798	0,558	0,574	0,636
Y2.5	0,830	0,637	0,607	0,602
Y2.6	0,774	0,610	0,592	0,430
Y2.8	0,852	0,743	0,687	0,651
Y2.9	0,773	0,681	0,638	0,575

Table 3 presents the cross-loadings used to evaluate the discriminant validity of the measurement model. The findings indicate that each indicator exhibits stronger loadings on its corresponding construct than on any other construct in the model. This pattern demonstrates that all constructs self-efficacy, motivation, employee engagement, and career commitment are empirically diverse and represent separate facets of the underlying phenomenon. The favourable cross-loadings indicate that the indicators do not exhibit significant overlap across constructs, thereby providing robust evidence of discriminant validity and affirming the sufficiency of the measurement model.

Table 4. Reliability Test

	Cronbach's Alpha	rho_ A	Composite Reliability	Average Variance Extracted (AVE)
Career Commitment	0,925	0,928	0,938	0,626
Employee Engagement	0,925	0,928	0,938	0,626
Motivation	0,923	0,924	0,937	0,649
Self Efficacy	0,904	0,907	0,923	0,599

Table 5 presents the results of the reliability evaluation using Cronbach's alpha and composite reliability. All constructs self-efficacy, motivation, employee engagement, and career commitment demonstrate reliability values surpassing the suggested threshold of 0.70. The results demonstrate robust internal consistency among the measurement items, affirming the reliable assessment of the constructs. Furthermore, all average variance extracted (AVE) values exceed 0.50, indicating that each construct accounts for more than half of its indicators' variance. The results affirm that the measurement equipment employed in this study is reliable and valid for subsequent structural analysis.

Table 5. Effect Size

	Career Commitment	Employee Engagement
Employee Engagement	0,278	
Motivation	0,084	0,496
Self Efficacy	0,088	0,074

Table 5 presents the effect sizes (f^2) that evaluate the relative impact of each exogenous construct on the endogenous variables. The findings demonstrate that employee engagement exerts a moderate Influence on career commitment, whereas self-efficacy and motivation display lesser but significant effects. Regarding employee engagement as an endogenous entity, motivation exerts a stronger Influence than self-efficacy. The findings indicate that while all factors contribute to the model, employee engagement is particularly significant in elucidating variances in career commitment.

Table 6. Analysis of R-Squared Test

	R Square	R Square Adjusted
Career Commitment	0,705	0,695
Employee Engagement	0,600	0,591

Table 6 displays the coefficient of determination (R^2) values for the endogenous constructs. The R^2 score for career commitment is 0.705, signifying that 70.5% of the variance in career commitment is elucidated by self-efficacy, motivation, and employee engagement. Simultaneously, the R^2 value for employee engagement is 0.600, indicating that self-efficacy and motivation collectively account for 60.0% of the variance in employee engagement. The results indicate that the structural model has significant explanatory power and effectively identifies the primary factors underlying career commitment in the healthcare sector.

Table 7. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EE -> CC	0,452	0,455	0,116	3,887	0,000
MO -> CC	0,259	0,254	0,112	2,307	0,021
MO -> EE	0,600	0,599	0,102	5,864	0,000
SE -> CC	0,225	0,227	0,104	2,164	0,031
SE -> EE	0,232	0,230	0,112	2,066	0,039

Table 7 summarises the findings of the evaluation of the direct effect hypothesis. The results indicate that self-efficacy, drive, and employee involvement exert positive and statistically significant influences on career commitment. Moreover, self-efficacy and motivation exhibit substantial positive impacts on employee engagement. All path coefficients are validated by t-statistic values surpassing the crucial threshold and p-values below 0.05. The findings provide empirical validation of the suggested direct correlations, affirming that elevated levels of self-efficacy, motivation, and employee engagement are associated with greater career commitment among healthcare professionals.

Table 8. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
MO -> EE -> CC	0,271	0,274	0,091	2,978	0,003
SE -> EE -> CC	0,105	0,100	0,053	1,990	0,047

Table 8 presents the findings of the indirect-effect study examining the mediating role of employee engagement. The results demonstrate that employee involvement substantially mediates the relationship between self-efficacy and career commitment, as well as between motivation and career commitment. The indirect effects are statistically significant, as evidenced by t-statistic values exceeding the threshold and p-values below 0.05. The results affirm that self-efficacy and motivation affect career commitment both directly and indirectly via employee engagement, underscoring the crucial significance of engagement as a psychological mechanism in enhancing career commitment.

This study enhances our comprehension of the psychological factors influencing career commitment among healthcare personnel by incorporating self-efficacy, motivation, and employee engagement into a unified predictive model. The findings align with theoretical predictions from social cognitive theory and the job demands-resources (JD-R) model, indicating that self-efficacy and motivation affect career commitment both directly and indirectly through employee engagement. These findings validate the idea that organisational policies or structural incentives do not merely influence career commitment, but rather are fundamentally anchored in individual psychological resources and motivational dynamics (Lin et al., 2025; Z. Wang et al., 2025). Self-efficacy, characterised as an individual's conviction in their ability to perform job-related tasks, has proven to be a crucial predictor of employee engagement and career commitment, indicating that confidence in professional skills enables healthcare employees to maintain dedication to long-term career trajectories in high-stress settings. Recent evidence from health sector studies highlights the significance of self-efficacy in improving work engagement and associated outcomes (career adaptability and structural engagement mechanisms), especially within health systems that require adaptability and resilience in response to change (Lin et al., 2025; Ohri & Dutta, 2025).

The observed positive correlation between self-efficacy and employee engagement is consistent with established engagement theory, which asserts that individuals possessing robust beliefs in their personal abilities are more inclined to devote energy, commitment, and immersion to their work (Eni et al., 2025; Nikoçeviq-Kurti et al., 2025). This discovery corroborates previous Research indicating that self-efficacy promotes psychological preparedness to engage in professional tasks fully, hence augmenting employees' intrinsic connection to their profession and strengthening long-term career commitment. While certain organisational contexts indicate variable impacts of self-efficacy on engagement and performance outcomes, the trend in healthcare appears consistent, underscoring the pivotal role of self-confidence in managing intricate responsibilities and the emotional labour associated with patient care environments.

Besides self-efficacy, motivation played a substantial role in both engagement and career commitment. The favourable correlations between motivation and these outcomes validate extensive empirical studies showing that motivated employees exhibit greater persistence, goal orientation, and readiness to exert effort on tasks that correspond with their professional objectives (Srivastava & Singh, 2023; Sulistiawan et al., 2025). Healthcare professionals frequently face arduous workloads, ethical dilemmas, and emotionally taxing interactions with patients; in these circumstances, intrinsic motivation may act as a vital psychological impetus that maintains career dedication, even when external rewards are scarce or erratic. This observation aligns with systematic reviews in healthcare, indicating that intrinsic motivation is essential for professional conduct and quality of care, especially when external incentives and structural support are inadequate to mitigate high job demands (Jensen & Holten, 2025).

The primary contribution of the present Research is the discovery of employee engagement as a crucial psychological mediator connecting self-efficacy and motivation to career commitment. Employee engagement, defined by vigour, dedication, and absorption, is a psychological process that converts personal resources and motivational energies into enduring professional commitment. In our structural model, engagement significantly mediated the relationship between self-efficacy and motivation with career commitment. This outcome corresponds with engagement theory, which posits that psychological involvement enhances emotional investment in job responsibilities and cultivates attitudes conducive to sustained professional commitment. Empirical Research in organisational behaviourorganisational behaviour validates the mediating role of engagement, showing that engagement encompasses the positive emotions and psychological ties that precede attitudes such as commitment and retention intention.

The mediating role of engagement aligns with modern perspectives on positive psychological capital, in which personal resources such as self-efficacy indirectly foster favourable attitudes and commitment through motivational and cognitive processes that improve employees' adaptive functioning (Kusnadi & Ramli, 2025). Research on (Abbas et al., 2024; Sary & Aprilia, 2025) demonstrates that integrating self-efficacy, optimism, hope, and resilience correlates with employee commitment, work engagement, and reduced stress across industries, including healthcare. A substantial portion of this literature indicates that psychological resources require activation through engagement processes to materialise in career-related outcomes, aligning with the current findings.

Theoretically, the findings enhance the job demands-resources framework by demonstrating how personal resources (self-efficacy) and motivational factors function as job resources that mitigate high demands and foster positive psychological states, thereby promoting sustained career commitment. Engagement functions as a fundamental motivational state within the JD-R framework, mediating the impact of individual resources on outcomes including wellbeing, job satisfaction, and commitment. The JD-R model, initially developed in general occupational Research, is increasingly utilised to enhance the wellbeing and commitment of healthcare professionals, acknowledging the interaction between psychological resources and work engagement in challenging environments. This study illustrates the interconnectedness within a specific hospital context, emphasising the practical significance of the JD-R model for elucidating career sustainability among healthcare professionals.

The beneficial direct influences of self-efficacy and motivation on career commitment further substantiate career development theories that highlight how personal beliefs and motivational orientations inform career decisions and sustained career behaviours, extending beyond mere organisational commitments. Career commitment, often confused with organisational commitment in previous studies, signifies a deeper, long-term dedication to one's career. This differentiation is essential in healthcare, where adherence to professional ideals and identity often supersedes allegiance to specific organisations. Research on career identity indicates that professionals with high self-efficacy and congruence with career objectives demonstrate greater commitment, regardless of organisational changes. The existing literature on self-efficacy and career success predominantly emphasises educational or industrial environments; however, the current findings demonstrate that these psychological dimensions also have substantial explanatory value in healthcare settings.

The findings indicate that human resource and hospital management strategies should focus on interventions that bolster self-efficacy and motivation among healthcare personnel to improve engagement and career commitment. Training programs aimed at enhancing clinical abilities and self-assurance, recognition and feedback mechanisms to cultivate motivation, and work redesign initiatives to promote meaningful engagement may jointly strengthen career commitment. Such treatments are especially pertinent during periods of worker shortages, elevated stress, and organisational transformation, when psychological resources can serve as resilience anchors. Consistent with extensive evidence from healthcare Research regarding the impact of motivational and engagement strategies on retention and performance, these methods are expected to provide advantages for both individual employees and institutional goals, including quality of care, patient satisfaction, and workforce stability.

Notwithstanding these contributions, some restrictions necessitate cautious interpretation. The cross-sectional design prevents unambiguous causal conclusions. Future longitudinal studies would elucidate the temporal sequence of self-efficacy, motivation, engagement, and career commitment. Secondly, the cultural and contextual particularities of the Indonesian hospital environment may limit broader applicability; cross-cultural validation studies are necessary to determine whether analogous mechanisms function across healthcare systems. This study primarily examined internal psychological determinants; however, external factors such as leadership style, organisational support, and work environment characteristics may also interact with individual resources to affect career commitment, as engagement Research indicates multilevel influences. Subsequent Research should incorporate these elements to yield a more thorough understanding of career commitment dynamics.

This study provides compelling evidence that self-efficacy and motivation greatly enhance healthcare personnel's career commitment, both directly and indirectly via employee engagement. The mediating role of engagement underscores its crucial importance as a psychological process that connects personal resources and motivational factors to sustained professional commitment. These findings underscore the importance of developing psychological resources and implementing

engagement-oriented tactics in healthcare organisations to maintain a dedicated staff notwithstanding persistent obstacles and complications.

CONCLUSION

This study aimed to investigate the primary Research issue of the impact of self-efficacy and motivation on career commitment among healthcare personnel, and whether employee engagement serves as a psychological mechanism that facilitates these effects. The results yield definitive and unequivocal solutions to this issue. The results indicate that self-efficacy significantly enhances professional commitment. Healthcare professionals with robust confidence in their competencies are more inclined to cultivate a lasting commitment to their careers. This discovery affirms that personal confidence in one's abilities is an essential psychological basis for maintaining professional commitment in challenging healthcare settings. The study corroborates that motivation substantially increases career commitment. Highly motivated employees demonstrate enhanced commitment to their professional responsibilities and a greater propensity to sustain their professions over time. Motivation serves as a catalyst, empowering healthcare professionals to endure substantial workloads, emotional challenges, and organisational stressors. The results indicate that employee involvement directly and significantly enhances career commitment. Employees exhibiting psychological engagement in their work display a profound emotional and cognitive commitment to their field, thereby strengthening their long-term career focus. This outcome underscores the importance of engagement as an essential factor in maintaining professional commitment in healthcare environments. The study unequivocally demonstrates that employee engagement mediates the links between self-efficacy and career commitment, as well as between motivation and career commitment. This suggests that self-efficacy and motivation Influence career commitment both directly and indirectly by augmenting individuals' involvement at work. In essence, confidence and motivation lead to sustained professional commitment primarily by fostering deep psychological engagement with job tasks.

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