

A Cross-Sectional Study on Perceived Organizational Support Moderating Career Development Practices and Work Engagement in Nepalese Commercial Banks

Shreekrishna Kharel

Associate Professor

Faculty of Management

Central Department of Management

Tribhuvan University, Kathmandu

kharelshreekrishna999@gmail.com

Ganesh Prasad Niraula*

Assistant Professor

Faculty of Management

Patan Multiple Campus, Lalitpur

ganesh.niraula@pmc.tu.edu.np

Corresponding Author*

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Abstract

Background: - Work engagement is vital for organizational performance, but its relationship with career development in developing-country banking remains underexplored. This study investigates that relationship, with perceived organizational support (POS) as a moderating variable, in Nepalese commercial banks.

Methods: - Cross-sectional data were collected from 410 bank employees across eight commercial banks using stratified random sampling. Partial Least Squares Structural Equation Modelling (Smart-PLS) was employed to evaluate the proposed model and hypotheses. While construct reliability and validity were established through the assessment of convergent and discriminant validity.

Results: - The results indicate that training and development, managerial coaching and talent management are significantly associated with work engagement. Furthermore, the POS

moderates the relationships between training and development, managerial coaching, and talent management with work engagement.

Conclusion: - The study concludes that career development practices—training and development, managerial coaching, and talent management—play a vital role in enhancing work engagement in Nepalese commercial banks. While POS showed limited moderating effects, the results underscore the importance of strategically designed career development practices to foster engagement in developing economy contexts.

Novelty: - This study provides novel evidence by examining POS as a moderator between career development practices and work engagement in Nepalese commercial banks, extending the Job Design-Resource model and contributing context-specific insights from a developing economy.

Keywords: - Job Design-Resource model, training and development, managerial coaching, talent management

Research type: original research paper

1. Introduction

High degrees of vigor, dedication, and absorption are characteristics of work engagement ([Schaufeli et al., 2002](#); [Bakker & Albrecht, 2022](#)). High amounts of energy and an internal willingness to put effort into one's task are characteristics of vigor. When someone is dedicated, their work inspires them, makes them feel proud, and gives them meaning. High levels of focus, the sensation that time flies by while working, and the sensation of "flow" are characteristics of absorption. Thus, It has been found that work engagement predicts people's life satisfaction ([Mauno et al., 2018](#)) and turns into a state of fulfillment ([Schaufeli et al., 2006](#)). With an emphasis on several dimensions including cognitive, emotional, and physical engagement, the idea of work engagement has undergone tremendous change ([Huang et al., 2022](#)). Similarly, [Assi et al. \(2024\)](#) found registered nurses' work engagement is impacted by genuine leadership among nurse managers, highlighting the significance of supportive work environment. Additionally, research shows that employee engagement is driven by work engagement, which is defined as a positive fulfilling of work-related state of mind that is defined by vigor, dedication, and absorption ([Schaufeli et al., 2002](#); [Gunasekara & Zheng, 2019](#)).

Interestingly, most previous research on work engagement has been sparked by studies on burnout ([Bakker et al., 2008](#)). The previous studies (e.g. [Sihag, 2021](#); [Saks, 2022](#); [Nasidi et al., 2020](#); [AlShamsi et al., 2025](#)) examined relationships between career development and engagement often highlighting organizational practices. However, few researches focused on work engagement in service contexts, particularly in underdeveloped economies, a sector crucial to the country's economic growth. Similarly, previous research yielded inconsistent findings (e.g. [Baruch & Peiperl, 2000](#); [Houssein et al., 2020](#)) and critically discusses conceptual articles on engagement (e.g. [Welch, 2011](#); [Brown & Reilly, 2013](#)) suggested additional research into the factors affecting employees' work engagement. Employees' work engagement is essential in the setting of service oriented organizations, since organizational practices like

career development are so worthwhile ([Choi et al., 2013](#); [Wan et al., 2018](#)). Moreover, empirical researchers consistently demonstrated that not much research have been done to examine the variables influencing engagement in service setting industry ([Presbitero, 2017](#); [Rai et al., 2017](#)). In addition, previous researchers (e.g. [Donough et al., 2023](#)) conducted study on psychological capital and work engagement. Similarly, [Al-Jubari \(2014\)](#) and [Kotze \(2018\)](#) conducted research on exploring factors influencing work engagement and job resources and personal resources influencing work engagement and burn out respectively. Work engagement is now recognized as a prime concern for organizations wanting to enhance productivity, reduce attrition and drive employee motivation to work ([Adanaque-Bravo et al., 2023](#); [Xing, 2022](#)). Moreover, [Jehanzeb and Bashir \(2013\)](#) added that career development plays a critical role in fostering engagement within organizational work settings.

According to the JD-R model, job demands encompass any organizational, social, psychological, or physical components of the job that necessitate employees' physical or mental effort. Job resources are the tools associated to work that helps employees in dealing with these job demands and aid goal achievement of the organization ([Bakker & Demerouti, 2018](#)). On the other hand, there may not always be a direct relationship between career development practices and work engagement. Employee perceptions of organizational support (POS) have the potential to be a meaningful moderating factor in this relationship, influencing how workers understand and react to career development practices ([Rhoades et al., 2001](#)). Moreover, engagement increases when the workers believe that their employer is supportive and that career development activities are real investment in their personal growth ([Shuck et al., 2011](#)). However, if employees perceive career development initiatives as transactional or insufficient, they may feel unsupported, which can reduce their engagement ([Saks, 2006](#)). In this context, [Bakker and Demerouti \(2008\)](#) noted that individuals who are engaged at work find their task energizing and meaningful, leading to a positive state of work-related well-being and heightened motivation.

In Nepal, the banking sector is believed to be a lucrative employment market ([Nepal Rastra Bank, 2020](#)). Nepal's economic growth is significantly impacted by the banking industry. However, this industry is lacking in competent labor. Consequently, boosting work engagement in this area is essential to bolstering the country's financial and economic sectors ([Nepal Rastra Bank, 2021](#)). There is also a knowledge gap regarding these mechanisms in developing economies because most studies concentrate on developed economies contexts, despite basic research (e.g. [Shuck et al., 2017](#)) linking human resource practices to engagement. To address the gap in the literature on career development practices and work engagement within the understudied context, this study examines the following research questions, with perceived organizational support serving as moderating variable:

RQ1. What is the effect of career development practices on work engagement?

RQ2. Does the level of POS act as a moderator in the relationship between career development practices and work engagement?

The following sections are used to complete the remainder of the paper: The career development literature and hypotheses are presented in Section 2. The research design and

method are presented in Section 3, analysis and results are covered in Section 4, the discussion is presented in section 5, and limitations and avenues for future research are presented in Section 6. Practical implication is outlined in Section 7, and the conclusion is presented in Section 8.

2. Literature review and formulation of hypotheses

2.1 Theoretical framework

Job Design-Resource model

The theoretical framework of this research is grounded in Job Design-Resource model (JD-R), which provides a lens to understand work engagement as a function of balancing job demands and resources ([Schaufeli & Bakker, 2004](#)). The JD-R model emphasizes how demands and resources interact dynamically to affect employee performance and well-being ([Demerouti & Bakker, 2023](#)). The fundamental aspect of job demands is that energy is used because they need to be met. According to [Bakker and Demerouti \(2017\)](#), the fundamental function of job resources is to provide motivation, which is the voluntary start of action to accomplish objectives, and to mitigate the negative impacts of job demands on worker performance and well-being. The JD-R model further emphasizes how demands and job resources interact such as training and development, managerial coaching and talent management interact to influence engagement ([Ko, 2022](#)). Moreover, [Kotze \(2018\)](#) emphasized that workers' satisfaction with job resources positively influence work engagement in terms of vigor and dedication. So, this study aims to address the knowledge gap regarding the influence of career development practices on work engagement, specifically in the context of least developed countries like Nepal, highlighting the significance of career development in enhancing work engagement (see research framework, Figure 1).

2.2 Training and development and work engagement

According to [Khattak \(2022\)](#), training is designed to improve employees' skills and abilities, while making them feel valued and invested in by the company. In the rapidly evolving world of today, continuous training guarantees that workers stay up to date on the most recent advancements in their field. Improving managerial and leadership skills, which are essential for career advancement, is part of employee development in addition to technical skill improvement ([Ferdiana et al., 2023](#)). Many previous studies have shown that training and development is a powerful predictor of employees' work engagement ([Niraula & Kharel, 2025](#); [Kwon et al., 2024](#); [Saks, 2022](#)). The positive relationship between training and development and work engagement can also be explained by JD-R model. According to JD-R model, physical, psychological, social, or organizational elements of a workplace that support the accomplishment of objectives, lessen demands, or foster personal development. Employee skill improvement, self-efficacy, and career advancement are all facilitated by training and development, making it an essential resource that eventually improves work engagement ([Bakker & Damrouti, 2007](#)). However, some other studies showed insignificant association between training and development and work engagement ([Gyensare et al., 2025](#); [Pandey & Risal, 2025](#)). Similarly, [Gallup \(2023\)](#) stated that if workers view training as a box-checking

activity rather than an opportunity for growth, they may become dissatisfied. As a result, it is evident that there is a lack of clarity regarding how training and development might improve work engagement, accordingly, the following hypothesis is proposed:

H1: Training and development is positively related to work engagement

2.3 Managerial coaching and work engagement

Managerial coaching is an employee-centered approach in which supervisors and line managers actively use coaching techniques to help teams and individuals enhance their performance, competence, and abilities ([Beattie et al., 2014](#)). According to [Ngo et al. \(2024\)](#), managerial coaching plays a positive and significant role to enhance work engagement in the organizations. Many previous research also have shown that managerial support is a powerful predictor of employees' work engagement ([DuPlessis et al., 2021](#); [Zheng et al., 2022](#)). The job demands-resources (JD-R) model states that job resources like managerial coaching start an employee's motivational process, which in turn leads to work engagement and, ultimately, improved performance, including innovation and positive work attitudes ([Bakker & Damrouti, 2007](#); [Kwon & Kim, 2020](#)). However, some previous studies have shown insignificant and negative association between managerial coaching initiations and employees' work engagement. According to [Sulistamtama et al. \(2024\)](#), employees' work engagement depend on intrinsic motivational factors like personal autonomy instead of external managerial support. Similarly, [Andrllic et al. \(2024\)](#) asserted a lack of personal relationships, managerial support initiations reduces employees' work engagement in virtual settings, which also lowers their effectiveness. Moreover, most studies examine the relationship between managerial coaching and work engagement in the context of developed countries. However, the applicability of these findings to work environments is limited due to insufficient exploration of cultural, organizational, and industry-specific differences ([Kurup et al., 2024](#)), consequently, the following hypothesis is proposed:

H2: Managerial coaching is positively related to work engagement

2.4 Talent management and work engagement

Talent management as an object refers to people who have valuable and exceptional characteristics, while as a subject, it refers to people who have exceptional abilities and skills ([Gallardo-Gallardo et al., 2013](#)). Talent management and self-perceived talent status have mutually exclusive and positive effects on work engagement ([Nobutaka, 2022](#)). Previous research has also suggested that talent management is a strong predictor of employees' work engagement ([Saks, 2022](#); [Albrecht, 2015](#)). According to Job Design-Resource model, job resources not only buffer the effects of job demands but also activate a motivational process that leads to increased engagement. It further emphasizes talent management can serve as a catalyst for engagement by creating an environment that supports growth, recognition and performance ([Bakker & Damrouti, 2007](#); [Bakker & Albrecht, 2022](#)). However, some research has shown negative and insignificant association between talent management and work engagement. According to [King \(2016\)](#), engagement may suffer if talent management sets unrealistic expectations for things like advancements and development. Similarly, [He et al. \(2014\)](#) argued talent management practices can raise ethical concerns, particularly when they

result in negative outcomes for individual employees due to perceived unethical practices. This is especially relevant when examining employee engagement as a specific outcome of talent management. As a result, it is evident that there is a lack of clarity regarding how talent management might improve work engagement, consequently, we propose the following hypothesis:

H3: Talent management is positively related to work engagement

2.5 Moderating role of perceived organizational support between career development practices and work engagement

Perceived organizational support refers to the belief that an organization values employees' contribution and prioritizes their well-being. When employees feel supported, they tend to develop positive attitudes and behaviors, which in turn fosters higher commitment, stronger engagement, and greater job satisfaction ([Eisenberger et al., 1986](#)). Research showed that there is good relationship between care and employee work engagement ([Saks, 2022](#)). So, there is indirect evidence that care is crucial for work engagement given the robust and favorable relationship between POS and employee work engagement ([Chen et al., 2012](#)). By creating a supportive environment, perceived organizational support promotes employee growth and development, thereby fostering engagement at work ([Jena & Nayak, 2023](#); [Ramaci et al., 2024](#); [Niraula et al., 2025](#)). The Job Demand-Resource (JD-R) model suggests that motivated employees are more likely to engage in diverse job activities, thereby generating additional job and personal resources (e.g., talent management and managerial coaching), which in turn enhance their motivation and engagement ([Bakker & Demerouti, 2018](#)). However, an increase in POS may arise from voluntary profit-sharing arrangement, whereas government-mandated pay raises are unlikely to significantly influence POS ([Eisenberger et al., 1997](#)). Similarly, employees with low POS often demonstrate low motivation and limited involvement in translating career development practices into organizational citizenship behavior (OCB) in a western contexts ([Kuvaas, 2008](#)). Despite these insights, perspectives on the moderating relationship between career development practices and work engagement remains limited, with a notable scarcity of research in underdeveloped economies, such as Nepal. This study seeks to address this gap by employing the JD-R model as a theoretical lens. Accordingly, the following hypotheses are proposed:

H4: POS moderates the relationship between training and development and work engagement

H5: POS moderates the relationship between managerial coaching and work engagement

H6: POS moderates the relationship between talent management and work engagement

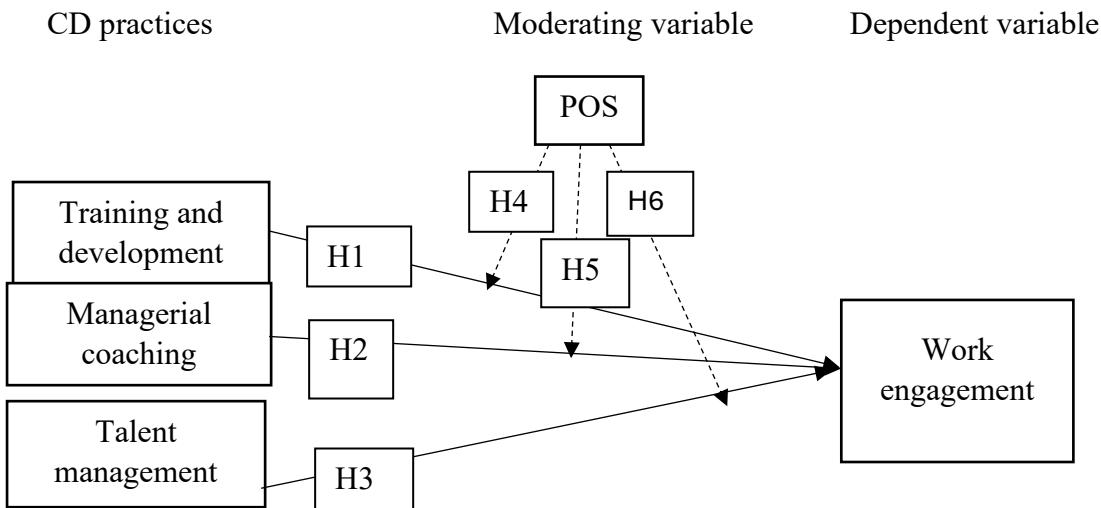


Figure 1: Research framework

3. Research design and methods

3.1 Research context and design: Banking industry in Nepal

The banking sector in Nepal, which includes public, joint venture, and private banks, is the subject of this study. Nepal's commercial banking industry is essential to the nation's economic growth and provides an appropriate setting for researching employees' work engagement. The main service sector in Nepal is the commercial banking industry, which accounts for 83.17% of the capital used in banking and financial institutions ([Nepal Rastra Bank, 2024](#)). Financial institutions are primarily responsible for providing the increasing volume of money needed for Nepalese corporate and economic operations ([Nepal Rastra Bank, 2021](#)). This study uses a cross-sectional research design, which focuses on data collected at a single point in time throughout the research study, to examine how career development practices improve work engagement in Nepalese commercial banks. Researchers can determine the prevalence of particular traits or outcomes by using the cross-sectional research design, which gives them a snapshot of the population at a particular point in time ([Creswell & Creswell, 2018](#)).

3.2 Sampling techniques and sampling characteristics

There are twenty commercial banks in Nepal, comprising 12 private banks, 5 joint venture, and 3 public limited banks ([Nepal Rastra Bank, 2024](#)). To ensure diverse representation of the banking industry and to capture varying practices and employee experiences across different organizational types, eight banks were selected as a sample: two public limited, two joint venture and four private commercial banks. The stratified random sampling has been used to ensure that specific subgroups within the population are adequately represented. This technique enhances the precision and reliability of the results by minimizing sampling bias and increasing the diversity of the sample. Data were collected from employees working at various branches of commercial banks across Nepal, with a total study population of 41552 employees ([Nepal Bankers' Association, 2024](#)). A total of 410 completed surveys were analyzed, following the exclusion of 50 incomplete questionnaires through list-wise deletion and the removal of

outliers. The questionnaires that were distributed physically were in English. Consent and anonymity of respondents were insured throughout the data collection process. A response rate of 30% or above is adequate for a quantitative study ([Bougie & Sekaran, 2019](#)), thus the remaining 410 completed surveys indicated 89.13% response rate. According to [Hair et al. \(2017\)](#), the sample size should be at least 10 times the maximum number of indicators used to quantify a construct or the largest number of structural paths targeted at a particular construct in the model. This research includes 5 constructs and 33 indicators, which satisfies the recommendation of Hair et al. Respondents rated their level of agreement or disagreement using a five-point Likert scale, where 1 indicating 'strongly disagree' and 5 indicating 'strongly agree'.

The age distribution of the 410 respondents varied across groups. Notably, 40.97% were aged 36-40, 25.13% were 26-35, 21.95% were above 41, and 11.95% were below 25. Gender representation showed 42.20 female and 57.80% male, indicating skewed sample likely due to lower participation of female employees in banks branches. In terms of job experience, 39.50% had 11-15 years, 25.10% had less than 5 years, 20.50% had more than 16 years, and 14.90 had 6-10 years. Regarding job positions, 13.20% were executive and managers, 31.70% were branch managers, 26.80% were senior assistants/officers, 28.30% were assistants and junior assistants (see Table 1).

Table 1

Demographic information of the respondents

Demographic variable	Category	Frequency	Percentage
(%)			
Age group			
	Below 25 years	49	11.95
	26-35	103	25.13
	36-40	168	40.97
	41 years and above	90	21.95
Gender			
	Male	237	57.80
	Female	173	42.20
Job position			
	Executive and manager	54	13.20
	Branch manager	130	31.70
	Senior assistant/officer	110	26.80
	Assistant/J. assistants	116	28.30
Experience			
	Less than 5 years	103	25.10
	6-10	81	14.90
	11-15	162	39.50
	16 years and above	84	20.50

Note: Field survey

3.3 Measures

Work engagement: The work engagement scale consists of 15 items adapted from the study of [Schaufeli et al. \(2002\)](#), (e.g. "At my work I always persevere, even when things do not go well"). Respondents rate their level of agreement with the statements on a five-point Likert scale, with 1 indicating strongly disagree and 5 indicating strongly agree. The scale shows strong internal consistency ($\alpha=0.929$) denoting that the item effectively measures the construct in underdeveloped countries' context.

Career development practices: This study investigates the interaction between three key career development practices: training and development, managerial coaching, and talent management. The TD scale includes 5 items (For example, "Training programs provided by the organization are adequate for my development") adapted from [Siddiqui & Sahar \(2019\)](#), the talent management scale includes 5 items (For example, "The company's desired personnel profile is clear") adapted from [Nobutaka \(2022\)](#), and the managerial coaching scale includes 5 items (For example, "My manager talks about the future plans of the organization") adapted from [Viitala \(2004\)](#). The psychometric properties of the constructs were evaluated, revealing satisfactory reliability coefficients in the context of Nepal. Specifically, the Cronbach's alpha values are 0.807 for training and development, 0.816 for managerial coaching, and 0.813 for talent management. These findings indicate that the constructs possess good internal consistency.

Perceived organizational support: This study adapted eight items from [Eisenberger et al. \(1986b\)](#) to measure POS selecting items that align with our respondents experiences, such as "The organization values my opinion to its well-being". This adaptation process ensured relevance and clarity in our context. Since it demonstrated strong psychometric properties including Cronbach's alpha value 0.865, making it suitable for our study and effectively capturing the essence of POS in contemporary organizations.

3.4 Data analysis strategy: This research employs Partial Least Squares Structural Equation Modelling (Smart-PLS) software [\(Ringle et al., 2024\)](#) to analyze complex multivariate interactions between manifest and latent variables [\(Hair et al., 2016\)](#). PLS-SEM is a robust regression technique designed to investigate relationships between measurement and structural models [\(Sarstedt et al., 2016\)](#). Its flexibility allows for effective model building with minimal scale limitations, making it suitable for small sample size and non-normal distribution of data while enhancing predictive capacity [\(Sarstedt et al., 2021\)](#).

4. Analysis and results

4.1 Measurement model

According to [Hair et al. \(2021\)](#), in order to examine the dependability of a certain items using the PLS-SEM approach, it is important to evaluate the outer loadings of each construct. According to the rule of thumb, [Hair et al. \(2016\)](#) asserts that indicators with loadings in the range of 0.40 to 0.70 can be maintained. All 38 items were retained, with loadings ranging from 0.598 to 0.805 (see Table 2, Figure 2). As per researchers' recommendations, all of the latent constructs have a reasonable degree of internal consistency, as shown by (Table 3),

composite reliability values, which vary from 0.866 to 0.938 ([Hair Jr. et al., 2017](#)). Additionally, this research utilized discriminant and convergence validity to assess the validity of the constructs. The mean values of the constructs ranged from 3.62 to 3.85, with standard deviation from 0.65 to 0.73 (see Table 3). The average variance extracted (AVE) values for all latent constructs fell between 0.503 and 0.576, satisfying the recommended threshold above 0.50 for AVE ([Chin, 1998](#)) (see Table 3).

Discriminant validity refers to the extent to which a specific latent variable differs from other variables ([Duarte. & Raposo, 2010](#)). To examine discriminant validity, the square roots of the AVE for each construct are placed on the diagonal of the correlation matrix following the [Fornell and Larcker \(1981\)](#) approach, as shown in Table 4 with the italicized values. It is expected that the square roots of the AVE exceed the correlations among the latent variables. The results indicate that all square roots of the AVE values for the constructs are greater than their corresponding correlation coefficients.

Despite its widespread use in evaluating discriminant validity, the Fornell-Larcker approach is often regarded as insufficient, as it does not provide robust theoretical justification for conceptual discriminant validity. To address this limitation, [Henseler et al. \(2015\)](#) introduced the HTMT ratio of correlations as a more effective method assessing discriminant validity. This method involves comparing the correlations between constructs to a predetermined threshold value. As shown in Table 5, the correlation coefficients between the latent constructs are below the 0.85 cutoff suggested by [Henseler et al. \(2015\)](#), indicating that each research construct is distinct and meets the criteria for discriminant validity, according to the HTMT approach. The VIF value below 3 shows that there is no Multicollinearity between the constructs ([Myers et al., 2012](#)). Moreover, the R-squared value of 0.579 suggests that approximately 57.90% of the variance in work engagement is accounted for by the model with moderation, while the R-squared value without moderation is 0.407. According to [Cohen \(1988\)](#), effect size (f^2) values are crucial when interpreting R^2 , with 0.02, 0.15, and 0.35 indicating small, medium, and large effects, respectively. In this study, the f^2 values for the moderating effects of POS on training and development (0.032), managerial coaching (0.033), and talent management (0.031) exceed the 0.02 threshold, indicating small effects. This shows that POS modestly enhances the predictive power of career development practices on work engagement. Regarding model fit, [Henseler and Sarstedt \(2013\)](#) argued that goodness of fit is primarily relevant to covariance-based structural equation modelling, while Smart-PLS emphasizes predictive capabilities. Thus, researchers should prioritize explanatory power over model fit in their analysis.

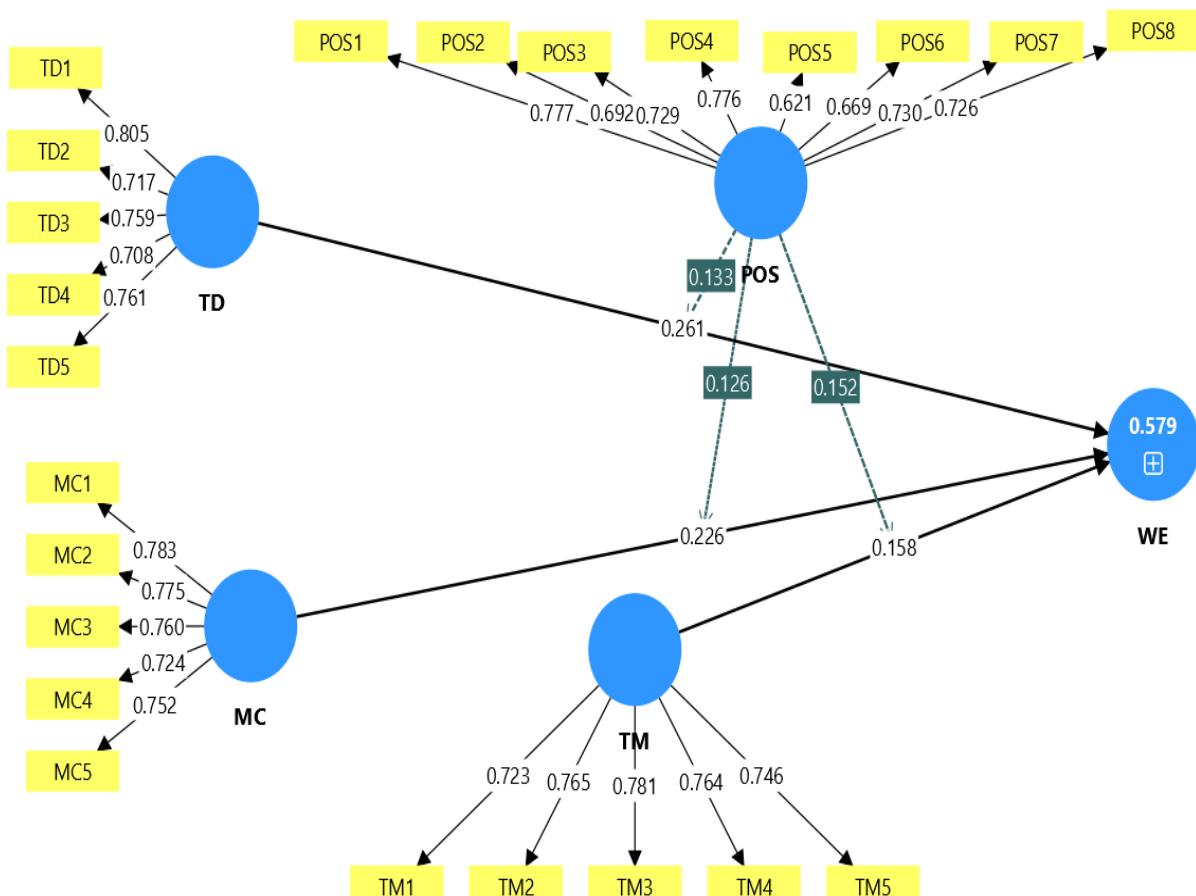


Figure 2: Measurement model (PLS-Algorithm))

Source: Authors' own work

Table 2

Factor loadings

Construct	Items	Loadings
Work engagement	WE1	0.688
	WE2	0.748
	WE3	0.694
	WE4	0.703
	WE5	0.716
	WE6	0.704
	WE7	0.722
	WE8	0.792
	WE9	0.690
	WE10	0.724
	WE11	0.598
	WE12	0.628
	WE13	0.661
	WE14	0.770

Perceived orgn'l support	WE15	0.769
	POS1	0.777
	POS2	0.692
	POS3	0.729
	POS4	0.776
	POS5	0.621
	POS6	0.669
	POS7	0.730
	POS8	0.726
Training and development	TD1	0.805
	TD2	0.717
	TD3	0.759
	TD4	0.708
	TD5	0.761
Managerial coaching	MC1	0.783
	MC2	0.775
	MC3	0.760
	MC4	0.724
	MC5	0.752
Talent management	TM1	0.723
	TM2	0.765
	TM3	0.781
	TM4	0.764
	TM5	0.746

Table 3

Mean, SD, Composite reliability and Average Variance Extracted (AVE) values

Constructs	Mean	SD	Composite reliability	Average variance extracted (AVE)
TD	3.85	0.68	0.866	0.564
MC	3.67	0.73	0.872	0.576
TM	3.73	0.66	0.869	0.571
POS	3.68	0.65	0.894	0.514
WE	3.62	0.67	0.938	0.503

Note: TD, training and development; MC, managerial coaching; TM, talent management; POS, perceived organizational support; WE, work engagement; SD, standard deviation

Table 4

Fornell-Larker criterion matrix

Constructs	TD	MC	TM	POS	WE
TD	0.751				
MC	0.507	0.759			
TM	0.479	0.452	0.756		
POS	0.037	0.015	0.044	0.717	
WE	0.518	0.530	0.493	0.277	0.709

Note: TD, training and development; MC, managerial coaching; TM, talent management; POS, perceived organizational support; WE, work engagement

Table 5

Hetrotrait-monotrait Ratio (HTMT) - Matrix

Constructs	TD	MC	TM	POS	WE
TD	1				
MC	0.620	1			
TM	0.585	0.555	1		
POS	0.070	0.100	0.110	1	
WE	0.591	0.604	0.562	0.300	1

Note: TD, training and development; MC, managerial coaching; TM, talent management; POS, perceived organizational support; WE, work engagement

4.2 Structural model (*hypothesis test*)

The direct relationship between career development practices and work engagement: The direct relationship between the independent variables (training and development, managerial coaching, and talent management) and the dependent variable (work engagement) have been assessed employing PLS-SEM bootstrapping process on 5000 samples (Hair *et al.*, 2012). The data (Table 6, Figure 3) supported all the three direct hypothesized association between career development practices and work engagement, indicating that the association is significant. The results show that training and development and work engagement are significantly associated (β 0.261, $p < 0.05$), supporting H1, similarly, managerial coaching and work engagement are significantly associated (β 0.226, $p < 0.05$), supporting H2, and talent management and work engagement are significantly associated (β 0.158, $p < 0.05$), supporting H3.

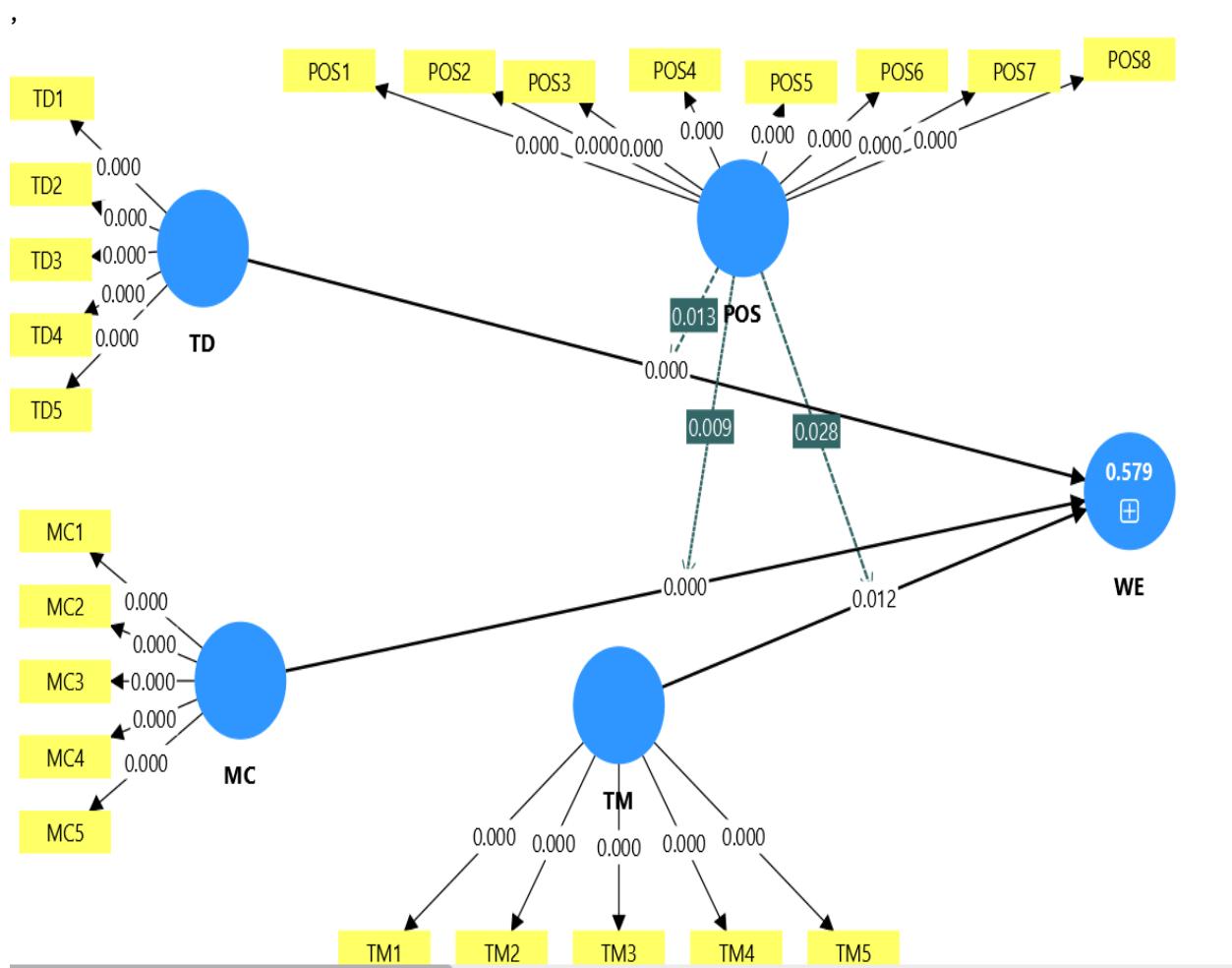


Figure 3: Structural model (bootstrapping)

Table 6

Results of direct relationship between career development practices and work engagement

No.	Hypothesis	Path coefficients	SE	t-value	p value	Findings
H1	TD -> WE	0.261	0.052	4.981	0.000	Supported
H2	MC-> WE	0.226	0.061	3.731	0.000	Supported
H3	TM-> WE	0.158	0.063	2.499	0.012	Supported

Note: TD, training and development; MC, managerial coaching; TM, talent management; WE, work engagement

Moderation test analysis: The indirect relationship of the structural path model is also examined using the moderation effect (Ringle *et al.*, 2024a) on the relationship between career development practices and work engagement utilizing a PLS-SEM bootstrapping technique with 5000 samples. The significance of the moderation test is examined in (Table 7, Figure 3), the finding shows that POS moderates the relationship between training and development and work engagement (β 0.133, $p < 0.05$), Supporting H4, similarly, the POS moderates the relationship between managerial coaching and work engagement (β 0.126, $p < 0.05$),

Supporting H5. Similarly, POS moderates the relationship between talent management and work engagement (β 0.152, $p < 0.05$), Supporting H6.

Table 7

Results of moderation analysis (hypothesis testing)

No.	Hypothesis	Path coefficients	SE	t-value	p value	Findings
H4	TD \times POS \rightarrow WE	0.133	0.054	2.46	0.013	Supported
H5	MC \times POS \rightarrow WE	0.126	0.048	2.62	0.009	Supported
H6	TM \times POS \rightarrow WE	0.152	0.069	2.19	0.028	Supported

Note: TD, training and development; MC, managerial coaching; TM, talent management; POS, perceived organizational support; WE, work engagement

5. Discussion

This study focuses the significance of evaluating the association between perceived organizational support, career development practices and work engagement among the employees of banking sector. The results reveal that all the three career development practices, such as training and development, managerial coaching, and talent management are positively and significantly associated with work engagement. The study's results align with the previous studies of [AlShamsi et al. \(2025\)](#), [Kwon et al. \(2024\)](#), [Zheng et al. \(2023\)](#), and [Nobutaka \(2022\)](#). However, divergent views were presented by [Gyensare et al. \(2025\)](#), [Sulistamtama et al. \(2024\)](#), [Andrlie et al. \(2024\)](#), who argued the strength and nature of relationship between career development practices and work engagement. The study reveals that perceived organizational support significantly moderates the relationship between training and development, managerial coaching, and talent management with work engagement. This results align with the previous studies of [Otoo and Rather \(2024\)](#), [Jena and Nayak \(2023\)](#), [Ramaci et al. \(2024\)](#), and [Niraula et al. \(2025\)](#). However, researchers [Eisenberger et al. \(1997\)](#) and [Kuvaas \(2008\)](#) are against the viewpoint that perceive organizational support moderates the relationship between career development practices and work engagement.

The strong direct effects of career development practices on work engagement in Nepalese banking sector reflects their function as scarce yet potent job resources—consistent with JD-R model, which posits that limited resources exert outsized motivational effects in high-demand environments [\(Bakker & Demerouti, 2017\)](#). While Nepal specific studies on work engagement are limited, empirical evidence confirms that basic human resource practices significantly influence employee outcomes in this context, underscoring their perceived value [\(Adhikari, 2019\)](#). This study found the POS moderates the relationship between career development practices and work engagement. However, the moderation of POS between career development practices and work engagement is not at optimum level. The minimum level of moderation of perceived organizational support may be the cultural factors of Nepalese society. According to [Febrian and Solihin \(2024\)](#), the cultural factors may have big impact for minimal moderating effect on how employee view POS and how it work with career development programs

The strong direct effect of career development practices on work engagement reflects their role as scarce but potent job resources—consistent with the JD-R model’s motivational pathway, wherein limited resources exert amplified effects in high-demand settings ([Bakker & Demerouti, 2017](#)). While POS was expected to strengthen this relationship, its minimal moderation suggests cultural context matters: in Nepal’s hierarchical, collectivist environment ([Febrian, & Solihin, 2024](#)), employees may not perceive organizational support as personally enabling, weakening its synergistic role. This highlights contextual boundary condition of the JD-R model— resource effectiveness depends not just on availability, but on cultural legitimacy and perceived accessibility.

6. Limitations and future avenues for research

Although this study offers useful management and theoretical insights, it must be understood that it has limits, just like any empirical research. These must be considered while interpreting the data, even though the results might provide the basis for additional study. To gather data at a single point in time, this study uses a cross-sectional approach. Researchers are unable to establish causal links between the main study variables using such methodologies. The cross-sectional approach may not be sufficient for causal research since it is unable to record significant changes in a key variable over time, unlike longitudinal or experimental designs. Additionally, culturally appropriate and flexible career development practices are necessary for Nepalese banks; yet, they encounter obstacles such limited resources, resistance to change, and restricted access to contemporary instruments. Furthermore, the limited emphasis on only three career development strategies to explain work engagement within a narrow context represents another limitation. To gain a better understanding of the differences in engagement, future studies should consider additional variables such as training and education, mentorship and coaching, career planning, and performance management, with also incorporating organizational efficacy and employee well-being as moderating variables. Moreover, longitudinal studies could examine how POS and its moderating role evolve during prolonged stress or organizational change, testing whether its buffering effect strengthens over time. Qualitative interviews may further reveal why POS’s moderating effect appears minimal—exploring mechanisms like perceived support authenticity or leadership alignment.

7. Practical implication

This study advances the theoretical framework in the domains of organizational behavior, career development practices, and work engagement by adding to the empirical research in these areas. This research proposes a model that clarifies the relationship between career development practices and work engagement, with perceived organizational support acting as a moderating variable. The results suggest that Nepalese bank managers and policy makers should focus on strengthening career development systems — such as training, coaching, and clear promotion paths—since these showed direct link to worker engagement, consistent with the JR-R model’s motivational pathways. The findings confirm that structured career development practices serve not only as administrative function but also a pivotal job resources

that directly enhance work engagement — particularly in resource-constrained, high demand context such as Nepalese banking sector. While enhancing POS remains theoretically and practically relevant, its efficacy, POS should be operationalized through developmental actions: recognition linked to growth, leader-facilitated career conversation, and flexibility designed to enable — not merely accommodate — professional advancement. Future research employing validated scale of Rhoades et al. and mixed-method design across diverse cultural and sectoral contexts is warranted to assess the generalizability versus cultural specificity of these associations.

8. Conclusion

Using the Job Demand-Resource (JD-R) model as a guide, the main goal of this study is to investigate the relationships between career development practices and work engagement among banking industry employees in Nepal. This study investigates how career development practices and work engagement are moderated by perceived organizational support (POS). By expanding on earlier findings, this study fills in existing gaps in the literature regarding the fundamental process at work and broadens our understanding of the complex relationships involved. The perceived organizational support (POS) moderates the relationship between career development practices and work engagement; however, the direct relationship exhibited a stronger association than indirect relationship. This study highlights the applicability of the JD-R model by showing substantial relationship between improved work engagement and effective career development practices. Moreover, this study contributes to existing knowledge and offers valuable insights for enhancing work engagement in the banking industry.

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Conflicts of Interest

Not applicable

Data Availability Statement

The study used data from the Scopus database (<https://www.scopus.com>) that was extracted following the data extraction process.

Informed Consent Statement

Not applicable

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