

# The Influence of Quality of Work Life on Work Engagement: The Mediating Role of Burnout, Supervisor Support, and Career Identity

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## Abstract.

*This study aims to explore the relationship between burnout, supervisor support, career identity, quality of work life, and work engagement among nurses at Indriati Solo Baru Hospital, Sukoharjo, Central Java, Indonesia. A quantitative research method was employed, including descriptive analysis and Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis, using the SmartPLS application. The findings indicate that burnout and supervisor support are significantly correlated with the level of work engagement, while career identity exerts a strong influence on work engagement. Moreover, quality of work life is proven to play a crucial role as a mediator in the relationship between these variables. The practical implications of this study emphasize the importance of prioritizing the quality of work life, providing leadership training for supervisors, and developing employees' career identities to enhance work engagement.*

**Keywords:** quality of work life, burnout, work engagement, career identity, and supervisor support.

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## I. INTRODUCTION

Employee work engagement is considered a crucial factor in achieving organizational success, as high levels of engagement can enhance productivity and creativity while making a positive contribution to the company's objectives [1]. The definition of work engagement as a positive and satisfying state of mind related to work emphasizes the importance of enthusiasm, dedication, and involvement [2]. Factors such as job and personal resources also play a role in shaping work engagement, where employees with adequate resources tend to be more emotionally involved and exhibit positive work behaviors [3]. Quality of work life becomes a significant focus in understanding work engagement, especially in the context of nurses [4]. Quality of work life encompasses aspects such as the balance between work and personal life, workload, and working environment conditions [5]. [4] research indicates that nurses with good quality of work life tend to have higher levels of work engagement.

In addition to quality of work life, factors such as burnout and career identity also play a crucial role in mediating the relationship between quality of work life and work engagement [4]. Supervisor support also becomes a significant variable in the relationship between quality of work life and work engagement [6]. This research indicates that organizational policies that encourage supervisor support can enhance employees' work engagement. Supervisor support, such as providing performance feedback and professional development training, has a positive impact on employee well-being. Hospitals play a crucial role in the healthcare system, providing holistic medical services to patients with various health conditions [7]. Nurses, as core elements in hospital businesses, hold a vital role in delivering comprehensive care to patients [8]. A study to be conducted at RS Indriati Solo Baru, Central Java, Indonesia aims to investigate the impact of quality of work life on work engagement, considering mediating variables such as burnout, supervisor support, and career identity [4] [6]. The hope is that this research will provide deeper insights into the factors influencing the level of work engagement in the hospital, with the goal of enhancing service quality and employee well-being.

## II. METHODS

The study population consists of nurses at Indriati Solo Baru Hospital. Using a cross-sectional approach, data was collected once in April 2024. The sampling method employed was Simple Random Sampling. Variables in the study were measured using questionnaires with Likert scales. Quality of Work Life was measured using the Quality of Nursing Work Life Scale, while Work Engagement utilized the Utrecht Work Engagement Scale. Burnout, Supervisor Support, and Career Identity were measured using The Maslach Burnout Inventory–Human Service Survey, The Copenhagen Psychological Questionnaire, and The Professional Identity Scale for Nurses, respectively. Data analysis involved descriptive analysis, convergent and divergent validity tests, as well as reliability tests using Cronbach's Alpha and Composite Reliability. Structural model testing was conducted to measure model goodness-of-fit, significance of inter-variable relationships, and indirect effects between variables using bootstrapping method with smartPLS 3.0 [9] [10].

## III. RESULT AND DISCUSSION

### Descriptive Analysis of Respondents

Descriptive analysis was utilized to understand the characteristics of the respondents in this study. The questionnaire was distributed online via the Google Form application, and out of 231 respondents who completed the questionnaire, the characteristics of the respondents are documented in Table 1.

**Table 1.** Descriptive Analysis of Respondent Data

Parameter	Total	
<b>Gender</b>		
Male	22	9.5%
Female	209	90.5%
<b>Length of Employment</b>		
1-2 Years	36	15.6%
2-4 Years	70	30.3%
4-6 Years	73	31.6%
Above 6 Years	52	22.5%
<b>Age</b>		
< 25 Years	30	13.0%
26 - 35 Years	177	76.6%
36 - 40 Years	15	6.5%
> 40 Years	9	3.9%
<b>Employment Status</b>		
Permanent	141	61.0%
Contract	90	39.0%

### Validity and Reliability Testing

Validity testing aims to assess the extent to which the research instrument can measure the intended constructs. The focus of validity testing is on content validity, which indicates whether the measured items adequately cover and represent the concept [11]. Validity assessment is conducted using SmartPLS outer loading while considering the values of Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) for each indicator. Although the minimum value required by SmartPLS is 0.70, according to [12], indicators with values between 0.4 and 0.70 can still be considered valid if they meet the minimum requirements of CR and AVE.

**Table 2.** Validity Testing

	Burnout	Supervisor Support	Career Identity	Quality of Work Life	Work Engagement
BO01	0.920				
BO02	0.885				
BO03	0.921				
BO04	0.857				
DA01		0.831			
DA02		0.832			
DA03		0.815			

DA04		0.827			
DA05		0.873			
DA06		0.885			
DA07		0.851			
IK01			0.906		
IK02			0.840		
IK03			0.874		
IK04			0.859		
IK05			0.873		
IK06			0.891		
IK07			0.795		
QWL01				0.824	
QWL02				0.813	
QWL03				0.855	
QWL04				0.795	
QWL05				0.865	
QWL06				0.837	
QWL07				0.848	
QWL08				0.848	
WE01					0.859
WE02					0.873
WE03					0.877
WE04					0.798
WE05					0.866
WE06					0.811

Validity testing is conducted by examining the Outer Loading values from the data processing results in the SmartPLS application. Based on the test results presented in Table 2, it can be observed that the Outer Loading values range from 0.795 to 0.921, indicating satisfactory validity, as stated by [12]. However, there are several indicators that do not meet the criteria. Indicators with values below 0.5 need to be eliminated or removed from the model.

**Table 3.** The results of the reliability test

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Burnout	0.918	0.921	0.942	0.803
Supervisor Support	0.933	0.934	0.946	0.715
Career Identity	0.943	0.944	0.953	0.745
Quality of Work Life	0.938	0.939	0.949	0.698
Work Engagement	0.922	0.923	0.939	0.719

Reliability testing can be conducted by examining the values of composite reliability (CR), average variance extracted (AVE), and Cronbach's alpha (CA). An item is considered reliable in representing a variable if it meets the criteria of  $CR > 0.7$ ,  $AVE > 0.5$ , and  $CA > 0.6$  [11]. The results of the reliability test in this study can be seen in Table 4, which indicates that the CR, CA, and AVE values for all variables are greater than the required thresholds. This indicates that all variables pass the reliability test.

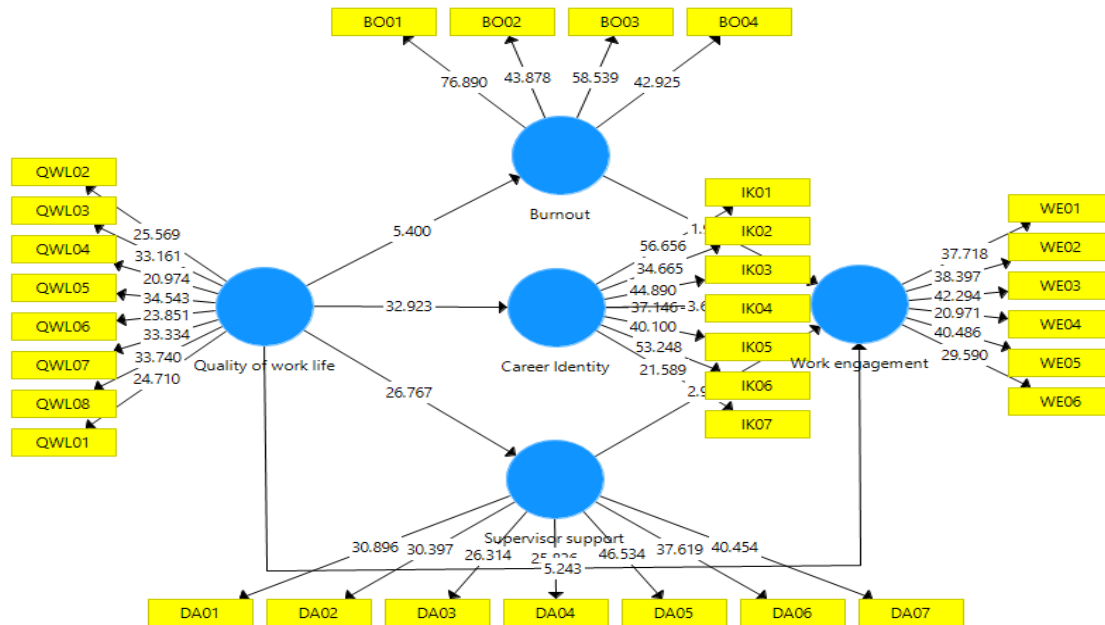
### R-square testing

**Table 4.** R-square test results

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Burnout</b>	0.084	0.08
<b>Supervisor Support</b>	0.74	0.739
<b>Career Identity</b>	0.767	0.766
<b>Work Engagement</b>	0.822	0.819

According to [13], the R-Square values are categorized as strong if they exceed 0.67, moderate if they are greater than 0.33 but less than 0.67, and weak if they are greater than 0.19 but less than 0.33. From the results presented in the table 6 above, it can be concluded that all variables are at a moderate level.

**Hypothesis Test Results**



**Fig 1.** Structural model results

The hypothesis testing was conducted using path analysis in the SmartPLS 3 application. In determining the relationships between variables, the results of the Original Sample test, T-Statistic, and p-values were examined. The original sample values are used to determine whether the relationships between variables are negative or positive. A relationship between variables is considered significant if it meets the criteria of T-Statistic > 1.96 and p-values < 0.05. The results of the path analysis in the SmartPLS application can be seen in Table 5.

**Table 5.** Hypothesis Testing Results

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ((O/STDEV))</b>	<b>P Values</b>
Burnout -> Work Engagement	0.06	0.059	0.03	1.99	0.047
Supervisor Support -> Work Engagement	0.182	0.188	0.062	2.961	0.003
Career Identity -> Work Engagement	0.31	0.307	0.085	3.642	0
Quality Of Work Life -> Burnout	0.291	0.292	0.054	5.356	0
Quality Of Work Life -> Supervisor Support	0.86	0.859	0.032	26.49	0
Quality Of Work Life -> Career Identity	0.876	0.874	0.027	32.57	0
Quality Of Work Life -> Work Engagement	0.435	0.431	0.083	5.261	0

The hypothesis testing results indicate a significant relationship between several examined factors and the level of work engagement. Firstly, there is sufficient evidence to reject the null hypothesis in the relationship between Burnout and Work Engagement, with a P-value of 0.047. Similarly, the relationship between Supervisor Support and Work Engagement also rejects the null hypothesis, with a P-value of 0.003, indicating that Supervisor Support significantly influences the level of work engagement. Furthermore, Career Identity has been proven to have a significant relationship with Work Engagement, with a very small P-value (0). Additionally, the analysis results show that Quality of Work Life has a significant relationship with Burnout, Supervisor Support, Career Identity, and Work Engagement, with P-values approaching zero in each case. This indicates that the quality of work life significantly contributes to various important aspects in the workplace, including the level of work engagement, supervisor support, and employee career identity.

#### IV. CONCLUSION

The research findings indicate a significant relationship between burnout and the level of work engagement, as well as a strong influence of supervisor support and career identity on employee work engagement in the company. Additionally, the quality of work life also has a significant impact on important aspects in the workplace, including burnout, supervisor support, career identity, and work engagement. Therefore, it is recommended for the company to prioritize efforts to improve the quality of work life for employees, provide training for supervisors in delivering effective support, and assist employees in developing a better understanding of their career goals. By managing burnout and strengthening factors that enhance work engagement, it is hoped that the company can create a more productive, supportive work environment that contributes to the well-being of employees and the overall organizational performance.

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