

SYNOPSIS OF THE THESIS

Impact of Employee Engagement on Career Development: A Study in Manufacturing Industries

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By

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TABLE OF CONTENTS

1.	Introduction	3
2.	Research Motivation	4
3.	Review of Literature	5
4.	Research Gap	6
5.	Research Objectives	6
6.	Research Hypotheses	7
7.	Scope of the Research	8
8.	Research Methodology	9
9.	Research Data Analysis	11
10.	Findings	25
11.	Research Contributions	27
12.	Limitations of the Research	28
13.	Scope of the Future work	28
14.	Conclusions	29
	Bibliography	30

1. INTRODUCTION

The term ‘employee engagement’ (EE) was coined by the American psychologist (Kahn, 1990). Engaged people, at work are assumed to be better prepared to put discretionary effort into their work beyond the minimum to get it done. Engaged employees do not put their heart and mind in their job because they are forced to, but because they want to.

Employee engagement dimensions are measurable and can be influenced by organizational practices. One of the most reliable measures of engagement was designed and developed by Gallup organization is having 12 standard questions on engagement issues. Gallup model classify employees into the following categories;

- Engaged: Engaged workers are highly dedicated to their work. They are committed to fulfill the goals of the organization. They bring new ideas and innovation to the organizational working. They take responsibility of their work and are very enthusiastic towards the bright future of the organization.
- Actively disengaged: They are highly dissatisfied with the organization. They resist any new initiative to change the organization.
- Not engaged: These employees are neutral. They are not proactive and avoid any extra work, although they perform their job as per the expectation.

Career development (CD) program is an integral part of any comprehensive employee development system. A career may be defined as an “individually perceived sequence of attitudes and behaviors associated with work-related experiences and activities over the span of the person’s life.” (Hall, 1976) The objective of career development is to ensure that there is a talent flow that creates and maintains the required talent pool in organization.

Williams (1984) is of the opinion that the upward view of a career progression does not always integrate with the current conditions of leaner and fitter organizations with fewer promotion opportunities. With fewer opportunities for career progression available, lateral moves – like job rotation – ensures continual career development.

2. RESEARCH MOTIVATION

Career development frameworks in organizations have been redefined. Traditionally, career development systems represent an alternative approach to filling job openings from within, thereby, ensuring a career ladder for everyone. This trend is less common now. Besides, too many employees' reach dead-end when there is no organizational concern for career development.

Employee engagement is particularly essential today because several studies have found that employees, in general, are not fully engaged in their work. They do what is required of them but do not contribute extra mental and physical effort to be excellent. The motivation for the study is directed towards strengthening the area of employee engagement by analyzing its impact on career development. The linkage of employee engagement with career development as one of the important outcomes will cover the gaps in human requirements of the organization. The study aims at presenting a coherent account of employee engagement and its impact on career development of employees working in organizations. The interaction of additional variable has also been taken into account while covering for relationship between employee engagement and career development variables.

3. REVIEW OF LITERATURE

The conceptualizations of employee engagement fall into two main categories, namely, those that analyze the employee engagement as a psychological state or attitude and those that view it as a form of behavior (Macey and Schneider, 2008). Schaufeli et al. (2002) define the attitudinal employee engagement as ‘a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption’.

Career development has been defined as a succession of related jobs, arranged in a hierarchy of prestige, through which persons move in an ordered, predictable sequence (Wilensky, 1960).

Careers consist, objectively, of a series of status and clearly define offices. Subjectively, a career is the moving perspective in which the person sees his life as a whole and interprets the meaning of his various attributes, actions and things which happen to him (Hughes, 1937).

Kanter (1989) explains traditional organizational career as ‘bureaucratic’ career. The ‘professional’ form of career (Kanter, 1989) is defined by craft or skill; Kanter further says (Kanter, 1989) professional occupational status is achieved through the ‘monopolization of socially valued knowledge’ and ‘reputation’ is a key resource for the individual. The ‘entrepreneurial’ career develops ‘through the creation of new value or new organizational capacity’ (Kanter, 1989). Its key idea is the capacity to create value, while freedom, independence and control over tasks and surroundings are the outcomes. A ‘bureaucratic’ career has security and a ‘professionals’ can grow and command a market rate. However, the entrepreneur benefits from exploring opportunities. It is the ‘bureaucratic’ form of career that is now under challenge, but the ‘professional’ and ‘entrepreneurial’ career forms are thriving. (Collin and Watts, 1996). Hall (1976) sees career development as the ‘Protean career’, in which people engage in ‘interminable series of experiments and explorations’.

4. Research Gap

1. Most of the studies which have been undertaken to explain the phenomena of employee engagement deals with finding out antecedent of employee engagement. This generate similar outcome in the form a list of factors similar to the previous construct of highly researched area of job satisfaction. There is hardly any study which has a developmental outcome like career development.
2. In most of the studies, career development has been equated with upward mobility of employee, which is mostly an internal perspective. The broader view of career development which defines it in terms of individual development as well as growth has been particularly absent.

Therefore, this study fills a research gap on the lines of contributions of employee engagement practices which is especially oriented towards career development.

5. RESEARCH OBJECTIVES

- To measure the relationship between employee engagement and career development.
- To find evidence about the causality of employee engagement on career development.
- To assess if demographic variables such as age, experience and income act as a moderator on the relationship between employee engagement and career development.
- To determine the effect of age, experience and income on employee engagement predictor.

- To determine the effect of age, experience and income-level on criterion of career development.

6. RESEARCH HYPOTHESES

Seventeen hypotheses were generated for the study. Null Hypotheses have been stated as follows;

H1₀: There is no significant relationship between employee engagement and Career Development.

H2₀: Employee engagement in organizations will not result in employees' career development.

H3₀: There is no moderation effect of employees' experience on the relationship between employee engagement and career development.

H4₀: There is no moderation effect of employees' age on the relationship between employee engagement and career development.

H5₀: There is no moderation effect of employees' income on the relationship between employee engagement and career development.

H6₀: There is no moderation effect of employees' qualification on the relationship between employee engagement and career development.

H7₀: There is no moderation effect of employees' gender on the relationship between employee engagement and career development.

H8₀: Employee engagement in organizations is not influenced by the age of the employees.

H9₀: Employee engagement in organizations is not influenced by the experience of the employees. .

H10₀: Employee engagement in organizations is not affected by the income-levels of the employees.

H11₀: Employee engagement in organizations is not affected by the qualification of the employees.

H12₀: Employee engagement in organizations is not influenced by the gender of the employees.

H13₀: Career development in organizations is not influenced by the age of the employees.

H14₀: Career development in organization is not influenced by the experience of the employees.

H15₀: Career development experience in organization is not affected by the income- levels of the employees.

H16₀: Career development in organizations is not influenced by the qualification of the employees.

H17₀: Career development experience in organization is not affected by the gender of the employees.

7. SCOPE OF THE RESEARCH

The scope of the study is an attempt to evolve a human system of employee engagement in organizations. This system would help in developing a robust system of career development for employees. This study is confined to manufacturing industries, but the range of observation would also be applicable in sector other than the studied sector in developing a generalized model of employee engagement directed towards career development.

8. RESEARCH METHODOLOGY

Variables of the Study

All demographic variables such as age, number of years in the organization, income, and qualifications were tapped by direct single questionnaire.

Career Development: This dependent variable indicates the extent to which individuals are expected to progress in their career. A questionnaire was developed to measure this variable. This scale has 12 variables with a reliability of .873.

Employee Engagement: This independent variable was tapped by using scale consisting of 12 variables with a reliability of .841.

The Research Design

The research design is a working plan of the research study, involving collection, measurement and analysis of data. The research design used for the study is descriptive and quantitative. As it is a quantitative research, hypothesis have been formulated, a representative sample is selected to collect data an analysis and finding have been derived using suitable statistical tools.

Research Method

Research methods are the specific ways in which information is gathered within the overall research strategy (Aamodt, 2016). Questionnaire has been used as an information collection tool.

Population

The population is the total group of people or items about which information is required. A full survey of population is not possible, so a limited number of items must be selected; the group selected is known as sample. The population consists of 2772 number of employees in the organizations where studies were undertaken. The break-up of employees organizations-wise are as follows; L&T Limited Kansbahal- 750; OCL India Limited, Rajgangpur- 1630; IFGL, Kalunga- 392. The database was provided by the Human resource department of the organizations.

Sampling design:

The sample size is selected using a sampling frame where each element of the population was listed. The primary business activity of selected organisations are manufacturing of cement, engineering and refractory. Data was collected from varied work backgrounds and different levels of organization using a structured questionnaire with 5-point rating scale. These individuals were chosen through random sampling technique using random number tables, where each and every member of the population has an equal chance of being included in the sample.

The sample size is 337. It is determined by using two steps (Cochran, 1977);

Step 1: Calculation of Sample size for infinite population

$$S = Z^2 * p * (1-p) / M^2 = 1.96^2 \times 0.5 \times (1-0.5) / 0.05^2 = 384.16$$

Step 2: Calculation of the adjusted sample size for required population

$$S = (S) / 1 + [S-1] / \text{population}] = (384.16) / 1 + [384.16-1] / 2772 = 337.$$

Population = 2772

S= sample size for infinite population / adjusted sample size;

Z= Z score (for 95% Confidence Level Z value is 1.96);

p= population proportion (50% or 0.5);

M= Margin of error (5% or 0.05).

9. RESEARCH DATA ANALYSIS

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Dev.	Variance
<i>Excellent work place</i>	337	1	5	3.75	.951	.903
<i>Attachment and dedication</i>	337	1	5	3.91	.877	.769
<i>Involvement</i>	337	1	5	3.86	.934	.873

<i>Understanding mission</i>	337	1	5	3.86	.938	.880
<i>Participation</i>	337	1	5	3.59	1.020	1.040
<i>Contributions</i>	337	1	5	4.00	.927	.860
<i>Feeling of pride</i>	337	2	5	3.52	1.225	1.500
<i>Discretionary effort</i>	337	1	5	3.94	.834	.696
<i>Care for Organization</i>	337	1	5	4.15	.671	.450
<i>Personal accomplishment</i>	337	2	5	4.00	.800	.640
<i>Goal achievement</i>	337	2	5	4.01	.822	.676
<i>Excitement in the job</i>	337	1	5	3.47	1.210	1.464
<i>Valid N (listwise)</i>	337					

Source: Primary Data

Interpretation: The variance on all the variables is high, indicating that the most respondents are very close to the mean on all the variables. Overall, most of the respondent perceives themselves to be engaged at the workplace.

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Dev.	Variance
<i>Career Development</i>	337	1	5	3.38	1.187	1.410
<i>Potential development.</i>	337	2	5	3.22	1.126	1.269
<i>Career prospects</i>	337	1	5	3.43	.962	.925
<i>Advancement</i>	337	1	5	3.46	1.032	1.064
<i>Performance</i>	337	1	5	3.27	1.038	1.077
<i>Learning & Development</i>	337	2	4	3.38	.925	.856
<i>Counseling.</i>	337	1	5	3.28	1.179	1.391
<i>Appraisal</i>	337	1	5	3.40	.918	.843
<i>Cross-functional transfers.</i>	337	1	5	3.40	.995	.990
<i>Job rotation</i>	337	1	5	3.12	1.144	1.310
<i>Mentoring</i>	337	1	5	2.91	1.317	1.735
<i>Work flexibility</i>	337	1	5	3.33	1.006	1.012
<i>Valid N (listwise)</i>	337					

Source: Primary Data

Interpretation: From the results, it may be seen that most of the respondents have positive view of the career development climate.

Hypothesis testing

Hypothesis 1: Hypothesis 1 can be stated in the null and alternate as follows:

H1₀ : There is no significant relationship between employee engagement and Career Development.

H1_A: There is a significant relationship between employee engagement and career development.

Results: The obtained value indicates substantial relationship between the two variables, i.e. large amounts of employee engagement variable tend to accompany large amounts of career development. Most of the correlation coefficients among variables are significant ($p < .05$).

Hypothesis 2: Hypothesis 2 can be stated in the null and alternate as follows:

H2₀: Employee engagement in organizations will not result in employees' career development.

H2_A: Employee engagement in organizations will result in the career development of employees.

Table 4.6.2 ANOVA^b Output 1

Sources of Variation		SS	df	Variance	F ratio	Level of Significance
1	Regression	9849.597	3	3283.199	103.663	.000 ^a
	Residual	10546.723	333	31.672		
	Total	20396.320	336			

a. IV: Drive, Commitment, Proactive behavior

Table 4.6.2 ANOVA^b Output 1

Sources of Variation		SS	df	Variance	F ratio	Level of Significance
1	Regression	9849.597	3	3283.199	103.663	.000 ^a
	Residual	10546.723	333	31.672		
	Total	20396.320	336			

b. DV: CAREER_DEVELOPMENT

Source: Primary Data

Interpretation: The F ratio of 103.633 with 3 degrees of freedom is significant at the level of 0.001. Therefore, null hypothesis is rejected and the overall regression equation is statistically significant. Thus, hypothesis 2 is substantiated i.e. Employee engagement in organizations will significantly result in the career development of employees.

Hypothesis 3: Hypothesis 3 can be stated in the null and alternate as follows:

H₃₀: There is no moderation effect of employees' experience on the relationship between employee engagement and career development.

H_{3A}: There is a moderation effect of employees' experience on the relationship between employee engagement and career development.

Interaction Table:

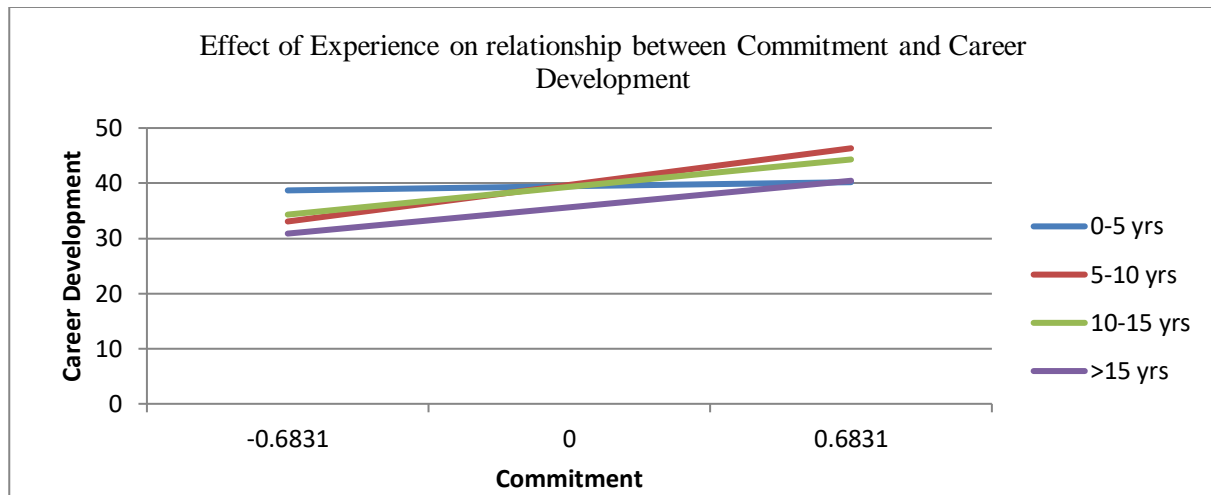
	R2-chng	F	df1	df2	P
X*W	0.0824	14.8643	3	329	.0000

Focal predict: COMMIT (X)

Mod var: EXP (W)

Interpretation: Overall interaction with R^2 change of 8.24 % is statistically significant.

Figure: Simple Slopes: slopes for X to Y given Experience group



Hypothesis 4: Hypothesis 4 can be stated in the null and alternate as follows:

H₄₀: There is no moderation effect of employees' age on the relationship between employee engagement and career development.

H_{4A}: There is a moderation effect of employees' age on the relationship between employee engagement and career development.

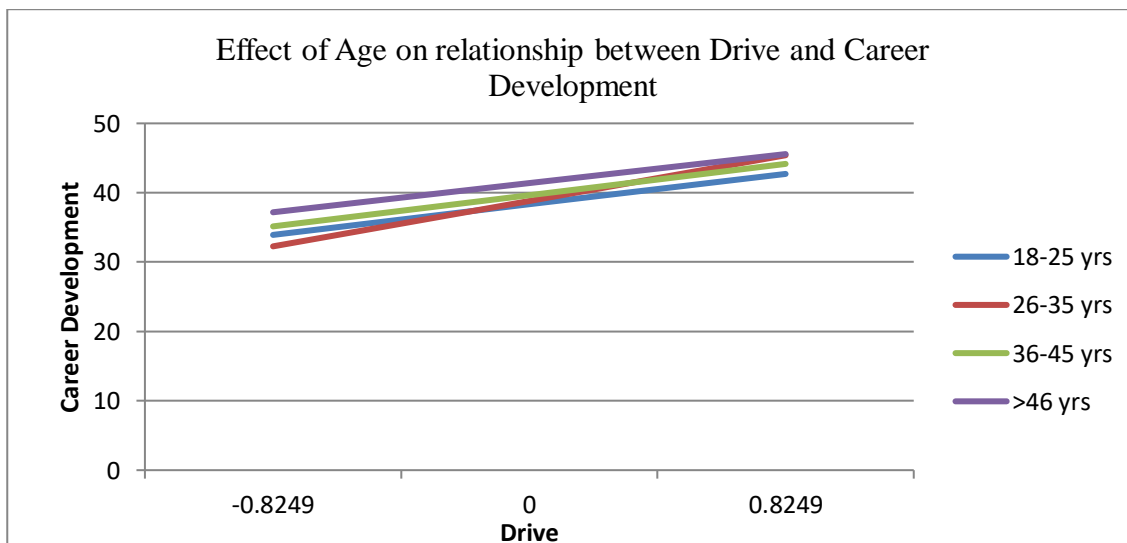
Interaction Table:

	R2-chng	F	df1	df2	p
X*W	0.015	2.8026	3	329	0.0399

Focal predict: DRIVE (X) Mod var: AGE (W)

Interpretation: Overall interaction with R^2 change of 1.5 % is statistically significant.

Figure: Simple Slopes: slopes for X to Y given Age group.



Interaction Table:

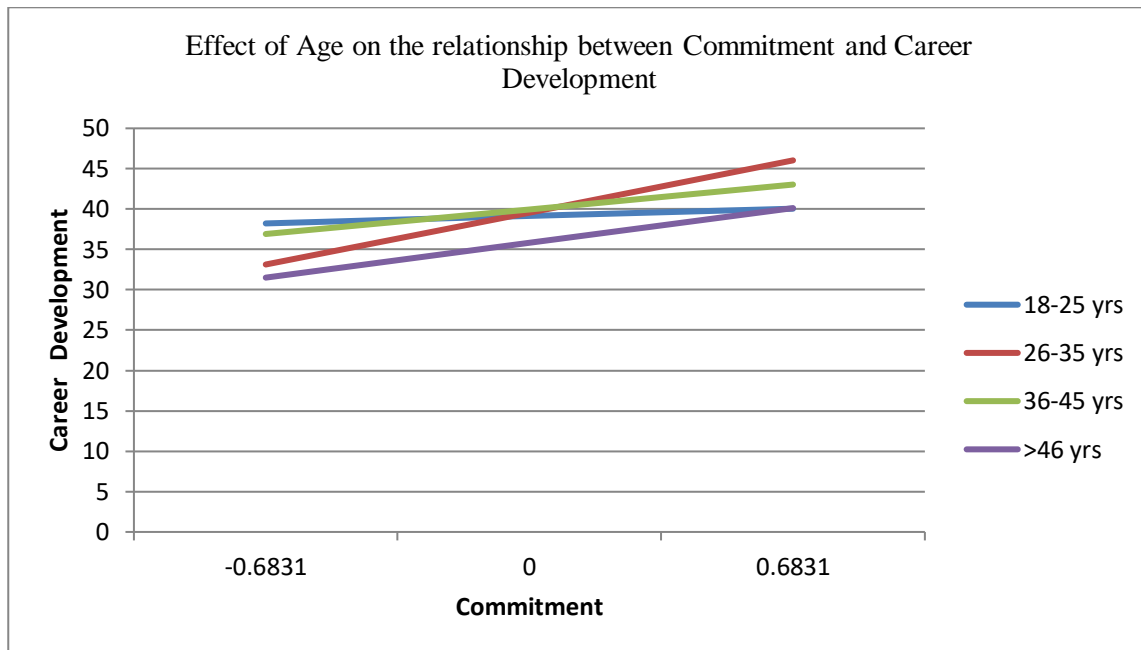
	R2-chng	F	df1	df2	P
X*W	0.061	10.511	3	329	.0000

Focal predict: COMMIT (X)

Mod var: AGE (W)

Interpretation: Overall interaction with R^2 change of 6.1 % is statistically significant.

Figure : Simple Slopes: slopes for X to Y given Age group.



Hypothesis 5: Hypothesis 5 can be stated in the null and alternate as follows:

H5₀: There is no moderation effect of employees' income on the relationship between employee engagement and career development.

H5_A: There is a moderation effect of employees' income on the relationship between employee engagement and career development.

Interaction Table:

	R2-chng	F	df1	df2	P
X*W	0.0123	2.3367	3	329	0.0736

Focal predict: DRIVE (X)

Mod var: INCOME (W)

Interpretation: Overall interaction with R^2 change of 1.23 % is statistically not significant.

Interaction Table:

	R2-chng	F	df1	df2	P
X*W	0.0118	1.8998	3	329	0.1294

Focal predict: COMMIT (X)

Mod var: INCOME (W)

Interpretation: Overall interaction with R^2 change of 1.18 % is statistically not significant..

Interaction Table:

	R2-chng	F	df1	df2	P
X*W	0.0045	0.6557	3	329	0.5799

Focal predict: P_BEHAV (X)

Mod var: INCOME (W)

Interpretation: Overall interaction with R^2 change of 0.45 % is statistically not significant.

Hypothesis 6: Hypothesis 6 can be stated in the null and alternate as follows:

H₆₀: There is no moderation effect of employees' qualification on the relationship between employee engagement and career development.

H_{6A}: There is a moderation effect of employees' qualification on the relationship between employee engagement and career development.

Interaction Table:

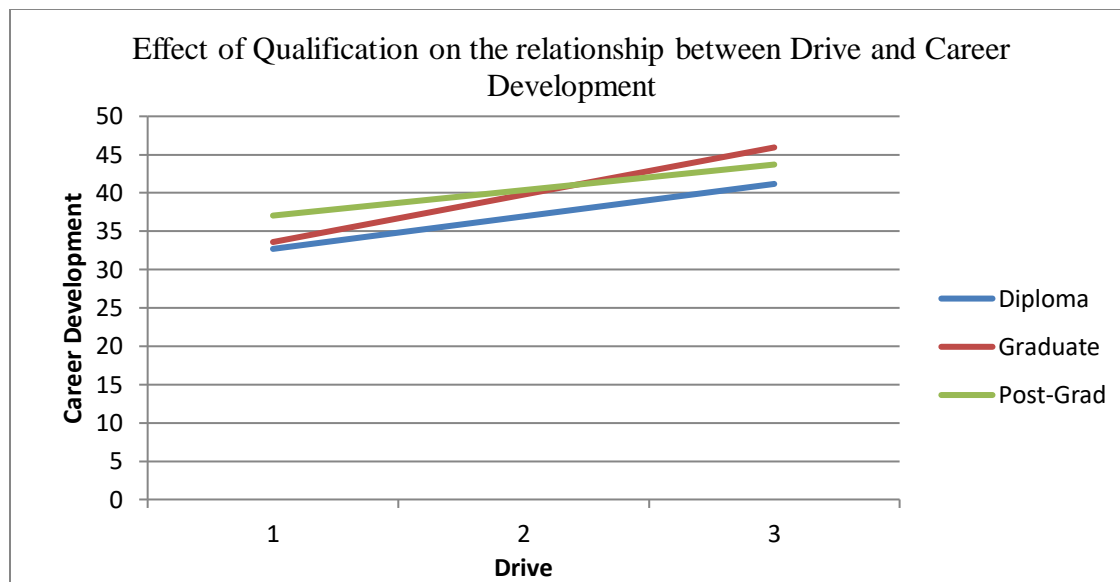
	R2-chng	F	df1	df2	p
X*W	0.026	7.6616	2	331	0.0006

Focal predict: DRIVE (X)

Mod var: Qualif (W)

Interpretation: Overall interaction with R^2 change of 2.6 % is statistically significant.

Figure: Slopes for X to Y given Qualification group.



Interaction Table:

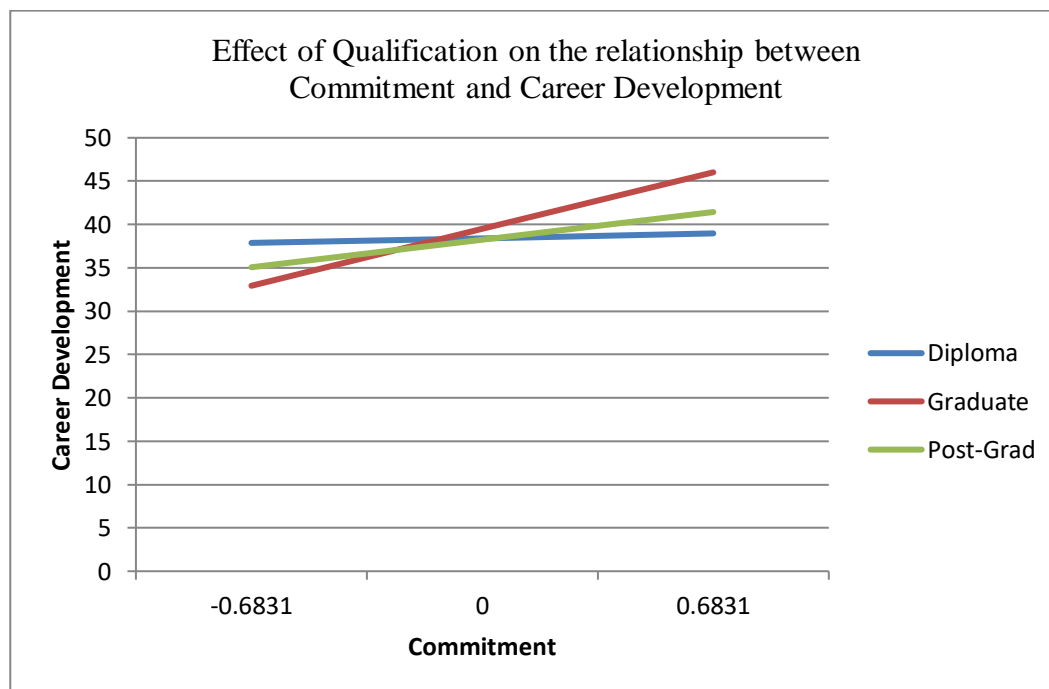
	R2-chng	F	df1	df2	p
X*W	0.0945	25.2844	2	331	0

Focal predict: COMMIT (X)

Mod var: Qualification (W)

Interpretation: Overall interaction with R^2 change of 9.45 % is statistically significant

Figure : Slopes for X to Y given Qualification group.



Hypothesis 7: Hypothesis 7 can be stated in the null and alternate as follows:

H7₀: There is no moderation effect of employees' gender on the relationship between employee engagement and career development.

H7_A: There is a moderation effect of employees' gender on the relationship between employee engagement and career development.

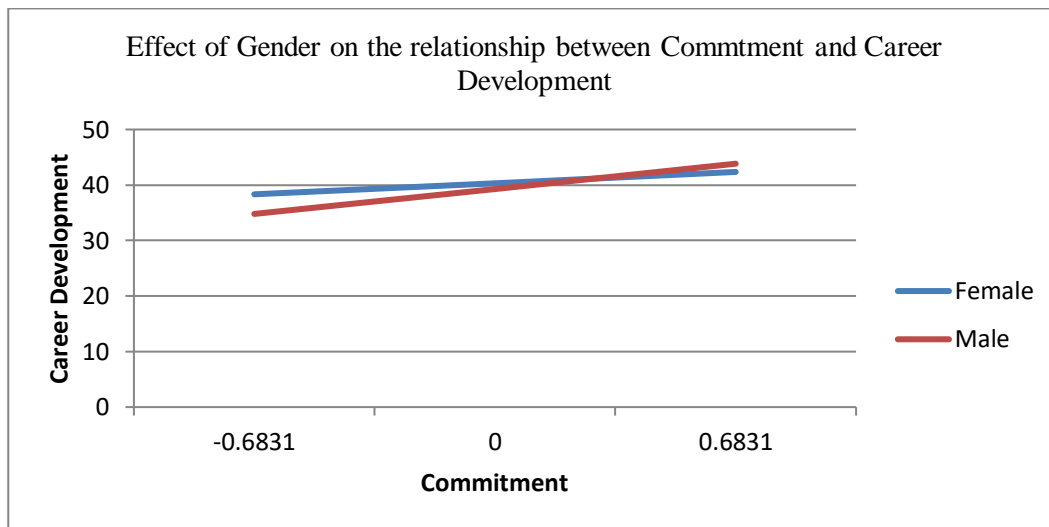
Interaction Table:

	R2-chng	F	df1	df2	p
X*W	0.0108	5.088	1	333	0.0247

Focal predict: COMMIT (X) Mod var: Gender (W)

Interpretation: Overall interaction with R^2 change of 1.08 % is statistically significant

Figure : Slopes for X to Y given Gender.



Hypothesis 8: Hypothesis 8 can be stated in the null and alternate as follows:

H8₀: Employee engagement in organizations is not influenced by the age of the employees. .

H8_A: Employee engagement in organizations is influenced by the age of the employees. .

Since there are more than two groups and employee engagement is measured on an interval scale, ANOVA is appropriate to test the hypothesis.

ANOVA

EMPLOYEE_ENGAGEMENT

Sources of Variation	SS	df	Variance	F Ratio	Level of Significance
Among Groups	2591.668	3	863.889	18.561	.000
Within Groups	15498.896	333	46.543		
Total	18090.564	336			

Source: Primary data

Interpretation: The F value is significant at .0001 level. This implies that hypothesis 6 is substantiated. There is significant difference in the mean employee engagement level in the four age groups, and the null hypothesis is rejected.

Hypothesis 9: Hypothesis 9 can be stated in the null and alternate as follows:

H₉₀: Employee engagement in organizations is not influenced by the experience of the employees. .

H_{9A}: Employee engagement in organizations is influenced by the experience of the employees.

Since there are more than two groups and employee engagement is measured on an interval scale, ANOVA is appropriate to test the hypothesis.

ANOVA

EMPLOYEE_ENGAGEMENT

	Sources of Variation	SS	df	Variance	F Ratio
Among Groups	2428.113	3	809.371	17.208	.000
Within Groups	15662.451	333	47.034		
Total	18090.564	336			

Source : Primary data

Interpretation: The F value is significant at .0001 level. This implies that hypothesis 7 is substantiated. There is significant difference in the mean employee engagement level in the four experience groups, and the null hypothesis is rejected.

Hypothesis 10: Hypothesis 10 can be stated in the null and alternate as follows:

H10₀: Employee engagement in organizations is not affected by the income-levels of the employees. .

H10_A: Employee engagement in organizations is affected by the income-levels of the employees.

Since there are more than two groups and employee engagement is measured on an interval scale, ANOVA is appropriate to test the hypothesis.

ANOVA

EMPLOYEE_ENGAGEMENT

	Sources of Variation	SS	df	Variance	F Ratio
Among Groups	1340.453	3	446.818	8.883	.000
Within Groups	16750.111	333	50.301		
Total	18090.564	336			

Source: Primary data

Interpretation: The *F* value is significant at .0001 level. This implies that hypothesis 8 is substantiated. There is significant difference in the mean employee engagement level in the four income groups, and the null hypothesis is rejected.

Hypothesis 11: Hypothesis 11 can be stated in the null and alternate as follows:

H11₀: Employee engagement in organizations is not affected by the qualification of the employees.

H11_A: Employee engagement in organizations is affected by the qualification of the employees.

ANOVA

EMPLOYEE_ENGAGEMENT

	Sources of Variation	SS	df	Variance	F Ratio
Among Groups	457.526	2	228.763	4.333	.014
Within Groups	17633.038	334	52.794		
Total	18090.564	336			

Source: Primary data

Interpretation: The F value is significant, ($P < .05$). This implies that hypothesis 11 is substantiated. There is significant difference in the mean employee engagement in the three qualification groups, and the null hypothesis is rejected.

Hypothesis 12: Hypothesis 12 can be stated in the null and alternate as follows:

H12₀: Employee engagement in organizations is not influenced by the gender of the employees.

H12_A: Employee engagement in organizations is influenced by the gender of the employees.

Since there are only two groups and employee engagement is measured on an interval scale, independent sample 't' test is appropriate to test the hypothesis.

T- test for Independent Samples of Male (N=301) and Female (N=36) Employees

T-value	Df	Level of Significance
.705	335	.481

Source: Primary data

Interpretation: The t - value is -.705 is not significant, which means the two groups' mean scores are not significantly different, which means the two groups' mean scores are not significantly different. This implies that hypothesis 12 is not substantiated. There are no significant differences between male and female employees with respect to employee engagement, and the null hypothesis is accepted.

Hypothesis 13: Hypothesis 13 can be stated in the null and alternate as follows:

H13₀: Career development in organizations is not influenced by the age of the employees.

H13_A: Career development in organizations is influenced by the age of the employees.

Since there are more than two groups and career development is measured on an interval scale, ANOVA is appropriate to test the hypothesis.

ANOVA

CAREER_DEVELOPMENT					
	Sources of Variation	SS	df	Variance	F Ratio
Among Groups	692.798	3	230.933	3.903	.009
Within Groups	19703.522	333	59.170		
Total	20396.320	336			

Source: Primary data

Interpretation: The F value is significant at .0001 level. This implies that hypothesis 13 is substantiated. There is significant difference in the mean career development in the four age groups, and the null hypothesis is rejected.

Hypothesis 14: Hypothesis 14 can be stated in the null and alternate as follows:

H14₀: Career development in organization is not influenced by the experience of the employees.

H14_A: Career development in organization is influenced by the experience of the employees.

Since there are more than two groups and career development is measured on an interval scale, ANOVA is appropriate to test the hypothesis.

ANOVA

CAREER_DEVELOPMENT					
	Sources of Variation	SS	df	Variance	F Ratio
Among Groups	657.303	3	219.101	3.696	.012
Within Groups	19739.018	333	59.276		
Total	20396.320	336			

Source: Primary data

Interpretation: The F value is significant at .0001 level. This implies that hypothesis 14 is substantiated. There is significant difference in the mean career development experiences of the four experience groups, and the null hypothesis is rejected.

Hypothesis 15: Hypothesis 15 can be stated in the null and alternate as follows:

H15₀: Career development experience in organization is not affected by the income- levels of the employees.

H15_A: Career development experience in organization is affected by the income- levels of the employees.

Since there are more than two groups and career development is measured on an interval scale, ANOVA is appropriate to test the hypothesis.

ANOVA

CAREER_DEVELOPMENT

	Sources of Variation	SS	df	Variance	F Ratio
Among Groups	423.775	3	141.258	2.355	.072
Within Groups	19972.546	333	59.978		
Total	20396.320	336			

Source: Primary data

Interpretation: The *F* value is not significant. This implies that hypothesis 15 is not substantiated. There are no significant differences in the mean career development experiences of the employees in the four income groups, and the null hypothesis is accepted.

Hypothesis 16: Hypothesis 16 can be stated in the null and alternate as follows:

H16₀: Career development in organizations is not influenced by the qualification of the employees.

H16_A: Career development in organizations is influenced by the qualification of the employees.

Since there are more than two groups and career development is measured on an interval scale, ANOVA is appropriate to test the hypothesis.

ANOVA

CAR_DEV

	Sources of Variation	SS	df	Variance	F Ratio
Among Groups	436.834	2	218.417	3.655	.027
Within Groups	19959.487	334	59.759		
Total	20396.320	336			

Source: Primary data

Interpretation: The F value is significant, ($P < .05$). This implies that hypothesis 16 is substantiated. There is significant difference in the mean career development in the three qualification groups, and the null hypothesis is rejected.

Hypothesis 17: Hypothesis 17 can be stated in the null and alternate as follows:

H17₀: Career development experience in organization is not affected by the gender of the employees.

H17_A: Career development experience in organization is affected by the gender of the employees.

Since there are only two groups and career development is measured on an interval scale, independent sample 't' test is appropriate to test the hypothesis.

T- test for Independent Samples of Male (N=301) and Female (N=36) Employees

T-value	Df	Level of Significance
-.288	335	.774

Source: Primary data

Interpretation: The t - value is -.288 is not significant, which means the two groups' mean scores are not significantly different. This implies that hypothesis 17 is not substantiated. There are no significant differences between male and female employees with respect to career development, and the null hypothesis is accepted.

10. FINDINGS

- 1) The study indicates that there is an association between employee engagement and career development. The direction of correlation is positive. The results indicate that the number of employee engagement variables has significant correlation with career development, with coefficient value of 0.62 (highest) at p value of 0.5.
- 2) Employee engagement is having predictive effect for career development in the organization. A significant regression equation was found ($F=103.633$, $p=.0001$) with an adjusted R^2 of .478.
- 3) The predictive effect of employee engagement on career development is moderated by variation in employees' experience. Also, the predictive effect of employee engagement on career development is moderated by variation in employees' Age.
- 4) The predictive effect of employee engagement on career development is not moderated by employees' levels of income. The predictive effect of employee engagement on career development is moderated by employees' qualification.
- 5) The predictive effect of employee engagement on career development is moderated by gender. That is, the gender of the employee influences whether or not employee engagement has a positive effect on Career development.
- 6) Employee engagement in organizations is influenced by the age of the employees. Research has indicated that there are significant between age - group mean differences on Employee Engagement with F statistics equal to 18.561 with a p - value of .0001. Similarly, Employee engagement in organizations is influenced by the experience of the employees. Research has

indicated that there are significant between Experience - group mean differences on Employee Engagement with F statistics equal to 17.208 with a p - value of .0001.

7) Employee engagement in organizations is affected by the income-levels of the employees. Research has indicated that there are significant between Income - group mean differences on Employee Engagement with F statistics equal to 8.883 with a p - value of .0001. Also, Employee engagement in organizations is affected by the qualification of the employees. Research has indicated that there are significant between qualification-group mean differences on Employee Engagement with F statistics equal to 4.333 with a p - value $<.05$. However, Employee engagement in organizations is not affected by the gender. Research has indicated that there is no significant difference between male and female employees with respect to Employee Engagement.

8) Career development in organizations is influenced by the age of the employees. Research has indicated that there are significant between Age - group mean differences on Career development with F statistics equal to 3.903 with a p - value of .009. Similarly, Career development in organization is influenced by the experience of the employees. Research has indicated that there are significant between Experience - group mean differences on Career development with F statistics equal to 3.696 with a p - value of .012.

9) Career development experience in organization is not affected by the income- levels of the employees. Research has indicated that there are no between Experience - group mean differences on Career development with F statistics equal to 2.355 with a p - value of .072.

10) Career development in organization is influenced by the qualification of the employees. Research has indicated that there are significant between qualification - group mean differences

on Career development with F statistics equal to 3.655 with a p – value $<.05$. However, Career development in organizations is not affected by the gender. Research has indicated that there is no significant difference between male and female employees with respect to Career development.

11. RESEARCH CONTRIBUTIONS

- I. The evidence of this research study puts the employee engagement approach to career development on firm footing. It may be mentioned that employee engagement is to be regarded as an important and vital areas of improving performance and thereby realizing career growth. Providing excellent work place, involvement, and participation boost levels of employee engagement.
- II. As mentioned previously, career development practices have moved from an external perspective to an internal one. Internal career development is about development of a person's self-efficacy, the context for external career is provided by the organization.
- III. The result of the study has shown (a) significant main effects of Employee Engagement (drive, commitment and proactive behavior) on career development (R^2 .483), (b) significant interaction effect of experience, age, qualification, gender and income level on relationship between independent variable and dependent variable.
- IV. There is a relationship between demographic variables of age, income, gender, qualification and experience and predictor variable of employee engagement. It indicates there are differences among employees of specific age, income, qualification, gender and experience groups and their engagement level in the organization.
- V. There is a relationship between moderating variables of age, income, qualification, gender and experience and criterion variable of career development. It indicates there are

differences among employees of specific age and experience groups and their career development experiences in the organization.

12. LIMITATIONS OF THE RESEARCH

The organizations selected for study were all in the manufacturing sector. Today, the vast majority of organizations are all in the service sector. These organizations are having a distinct set of culture and demographic profile. Therefore, research covering these dimensions will have to be suitably factored the characteristics of the industry.

As the Covid-19 has affected the People dimensions within organizations, the employee engagement and career development approach may evolve and take on new nature and characteristics in the near future, while the long-term stability of these novel concepts of people management may remain intact.

The study is not having organizational level as a demographic classification.

13. SCOPE OF THE FUTURE WORK

1. Employee Engagement must be recognized as an integral part of any programme of career development in organization. It is the responsibility of operation managers, employees and the top team of the organization. Career development plan must be stimulating and realistic in all respects and should be available to all eligible employees.
2. There is a scope to consider career development as an umbrella function encompassing other human resource development activities in organizations. This could be an area of exploration by the researchers in order to improve the status and contribution of the people management activities to the growth and development of the organizations.
- 3 Many of the theoretical frameworks of employee engagement is behavioral in nature, the challenge is to transform these into practical frameworks for employees' development.

14. CONCLUSIONS

In conclusion, it would be worthwhile to mention that employee engagement has many positive outcomes for the organization, especially in developing the career of employee. Career development, perspective being either subjective or objective, of the employees of an organization is vital to gain competitive advantage. The study indicates that there is an association between employee engagement and career development. In addition, employee engagement is having predictive validity for future endeavor in career development space for the organization.

The analysis of data demonstrates that the additional personal variable of age, income, qualification, gender and experience has a moderating effect on the predictive capacity of employee engagement constructs. Therefore, organizations have to suitably modify the employee engagement programmes taking into account the personal variables to achieve the career development objectives for the employee. Besides, employee engagement level independently varies with age, income and experience of the employees. Career development experiences also vary with age and experience of the employees, except level of income.

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