

ANALYSING THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT PRACTICES TOWARDS CAREER PLANNING AND INDIVIDUAL PERFORMANCE IN LEADING ORGANISATIONS

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Abstract

Obtaining a competitive edge in today's fast-paced and competitive economic environment is a difficult and challenging undertaking for every organisation. Because of this, businesses place a significant amount of reliance on their staff to come up with original ideas for goods, services, processes, and business strategies. Incentives and policies can be tailored to employees' individual values, personalities, skills, requirements, and expectations of the company as a whole in order for organisations to encourage and facilitate employees' abilities to be creative and innovative in their work. This can help organisations both encourage and facilitate employees' creative and innovative abilities. It is fascinating to investigate the concept of "engagement" due to its unique quality, which can be summed up as the following: a strong desire to contribute to the success of one's organisation as a result of one's own intrinsic motivation, encouragement, power, and happiness, as well as one's alignment with the organization's goals and independence in taking action. The concept of "engagement" is fascinating to investigate because of its distinctive quality, which can be summed up as the following: a strong desire to contribute. It is possible that the company may experience greater production if there is a harmonious relationship between the workers and the supervisors. Therefore, employee performance may have an effect on desired work behaviours such as employee engagement, which may increase operational success and support the best efforts made by the organisation.

Due to the fact that CPP is the sole predictor used, the study has certain limitations. According to this viewpoint, in addition to EE and EP, other aspects such as work resources (the motivational process), and job demand (the stress process), should be incorporated in further studies. In further research, moderating variables, such as demographic characteristics that were also neglected in the current investigation, should be included in order to strengthen or significantly explain the variance of EP. The current conceptual framework needs to be expanded upon in further research in order to make it possible to define a greater range of possible variations.

Keywords: Employee engagement, Individual performance, Career Planning, Mediation analysis

Introduction

The implementation of a career planning practise (CPP) is critical to the success of both the employee performance (EP) and the organization's overall objectives. This point is when the

achievements of the employees and their performance converge. Employee productivity is identified as a vital aspect in the performance of an organisation by relationship management of employees, which places an emphasis on the well-being of workers on the job as well as their sense of safety and respect as individuals. According to a number of studies, performance may be salvaged by the use of appropriate performance monitoring techniques, the growth of performance capacity, and the periodic assessment of findings and recommendations that have been successfully implemented. The members of the staff absolutely have to give their all to the tasks they are assigned in order for the company to achieve its goals, and this must be done for reasons other than the possibility of future employment. As a result, employees who invest in their companies stand to gain a large amount of profit or return on their investments. Shareholders of these companies Only 29% of employees, according to the findings of a research carried out by Dale Carnegie and MSW and including 1,500 workers, felt a deep connection to the companies for which they were employed. Employee engagement (EE) is a management technique that, at its most fundamental level, emphasises the significance of having the appropriate people doing the appropriate duties at the appropriate times. EE is essential because it motivates people to take initiative, be creative, and produce outcomes that are productive, which are all to the benefit of the company. Talent management is beneficial to employee engagement (EP) since it increases employees' capabilities, which in turn generates the favourable working climate that is essential to achieve EP objectives. This study's objective is to get a deeper understanding of the variables that impact employee retention rates in management organisations so that appropriate action can be taken. Work embeddedness is a strategy that is now being applied by top management in an effort to reduce the amount of staff turnover. This is being done to avoid their from being a high turnover rate, which would be detrimental to the organisation. The key focuses of the study were on increased remuneration, prestige, and incentives. The term "potential buffers" refers to a wide variety of factors, such as workplaces that are safer and an enhanced level of job security in general.

Employees, together with the information and expertise they possess, are one of the most valuable assets of a business; nevertheless, this asset is also one of the most underrated. The CPP is the system that ensures the protection of these resources. CPP is a strategy that may be used to determine crucial management positions; these roles can begin at the level of supervisor or project manager and continue all the way up to the CEO of the company. The success of employees has a significant bearing on both the future availability of leadership positions and the level of commitment shown by the organisation. As a consequence of this, CPP has developed into one of the fundamental pillars of career planning and leadership development. Career planning and leadership development refer to the methodical and purposeful efforts made by an organisation to maintain its key leadership, its future knowledge and intellectual capital, and the enhancement or motivation of its employees' potential for professional growth. The CPP is seen as a significant and relevant notion in today's modern corporate culture. This concept is believed to increase employee morale and get employees participating in development activities (Sweeney, 2013). These days, CPP reduces the amount of work and expense involved in discovering and selecting new staff. In the end, it assists a firm in

cultivating a staff that is both more skilled and more diverse. It assures the staff's loyalty, morale, and commitment to the company, which in turn lessens the effect that downsizing and re-engineering have on the firm. The complex environment of organisational shift that exists today makes employee retention a critical objective for businesses. As a result, the number of users and the demand for CPP have both risen. The end purpose of the CPP is to assist businesses with the administration and maintenance of their workforce.

It has been demonstrated that CPP is an advanced level; nevertheless, further study is necessary to determine whether or not CPP has the capacity to develop future leadership through building CPP links with EP via EE. To the best of our knowledge, no previous studies have analysed or investigated the link between CPP and EP by using EE as a mediator in any of their investigations. In order to address this hole and significantly increase the organisation competitive advantage, this study studied the influence of CPP on EP through EE among workers. The particular objectives of this study are to examine the influence of the current CPP on the EP levels of top organisations in order to fulfil the aforementioned objectives.

Literature Review

In today's contemporary business world, it is common practise for companies to invest resources in leadership development programmes for their staff members. Numerous pieces of research have shed light on the importance of these behaviours and their implications. It has been shown that the CPP has a considerable influence on a wide range of employee attitudes and behaviours that raise both individual and team performance. This is in addition to the fact that it improves HRs. Making plans for the future while maximising the performance of those now employed

According to research, a CPP is a strategy that identifies, cultivates, and monitors high-potential employees in an organisation in order to better prepare them for future leadership roles within that organisation. Furthermore, CPP is defined as a process that guarantees an adequate supply of successors for current and future core jobs as a result of corporate strategy, permitting the design and management of an individual career that maximises the aspirations of the successor and the objectives of the organisation. According to Zafar and Akhtar (2020), CPP is a strategy for locating and monitoring employees who have a high potential for promotion to management positions in the organisation. The Capability Planning Process (CPP) is a methodical procedure that projects the resources that an organisation will require in order to achieve its strategic goals and then aligns the staff development initiatives that it has in place to meet those needs (Hussain et al., 2018). In addition, the term "employee performance" (EP) has been defined by a number of academics as the actions, outputs, and contributions made by employees that directly contribute to the accomplishment of the objectives of an organisation. The CPP is an organisation consisting of influential people that are essential for businesses to have in order to cultivate the essential human capital. In support of this assertion, Ibrahim et al. (2020) stated that the outcomes of a behaviour are more important to management than the behaviour itself. One's performance is indicative of the value they provide to the development of goods and services for customers. Conversely, EP may be thought of as the quantity of work accomplished by an employee within a certain time frame. Competence in work and the use of one's skills in

order to accomplish a task are also considered essential elements of EP.

CPP is a method for retaining a core group of high-performing employees who are ready, willing, and able to assume greater roles within the company and help it achieve its goals. CPP's stated objective is to provide a systematised approach to solving the complex problems faced by modern businesses, including but not limited to rapid expansion, ineffective teamwork, inadequate talent management, and internationalisation. Because it is related to the organization's current business plans and directions, an institutional succession management or control system that has been adequately established and is maintained may have a high degree of flexibility. The primary focus of a succession control system should be on leadership development, which reveals the true makeup of an organization's competent people resources to meet future needs and operate in uncertain scenarios. Leadership development also helps an organisation meet future needs and operate in uncertain scenarios.

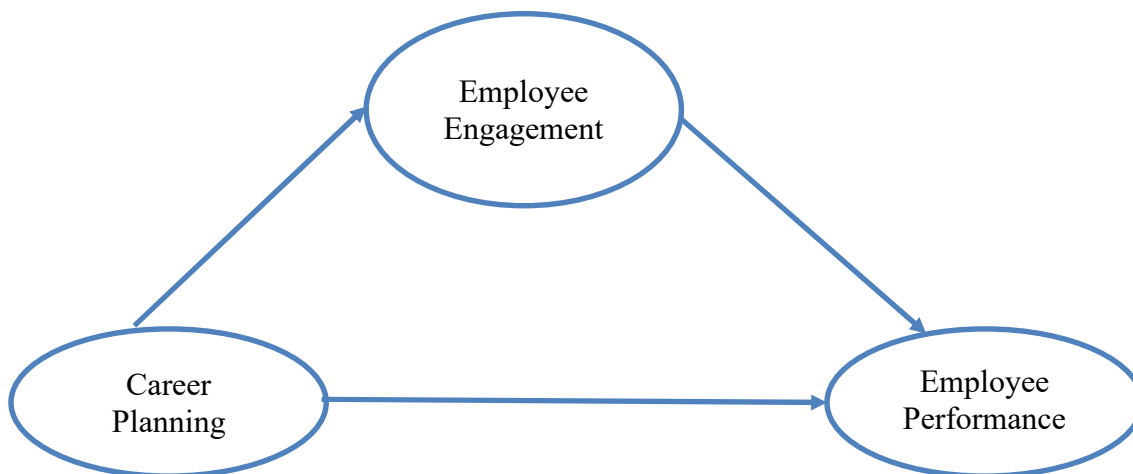
A sustainable organisation will provide its staff members a wide variety of possibilities for training and professional development (T&D), with the goal of better meeting the demands of the company in the years to come. The formation of corporate plans, company strategies, and other business growth strategies are all made possible with the use of CPP. In addition to this, it gives employees the freedom to adapt creatively to the minor shifts that are unavoidable in every workplace. The fundamental objective of the human resources department of any company is to raise the level of workers' feeling of purpose in their work and their level of self-confidence in order to provide the firm a competitive advantage.

The Canada Pension Plan (CPP) is driven by supply and demand estimates that evaluate the effectiveness and potential of the workforce. The creation of an extensive succession plan that identifies any knowledge, experience, or skill gaps within the firm may be of great assistance in meeting the requirements for training and development (T&D) that an organisation has. This can be the case if the plan is complete. In addition to this obvious benefit, it makes the selection of vital organisational leaders more simpler. It has been shown that organisations employ the succession system as a stopgap strategy when senior management quits at an early stage. This was discovered via research. There is now an emphasis placed on the long-term training of a group of highly competent individuals to fill entry-level roles in organisations that have become vacant.

The concept of employee engagement, often known as EE, was conceived with the main intention of motivating workers to do their jobs in a manner that is beneficial to the company in both a monetary and non-monetary sense. Managers, consultants, and lawmakers in the business debated and discussed the idea of EE between the years 1999 and 2005. EE was a hot topic during this time period. The idea of employee engagement (EE) piqued the attention of academics for the first time in 2006, when a series of research expanded its meaning to include not just job engagement but also work engagement and organisational engagement as well. There are a few different ways that the word "engagement" may be understood. Some of these ways include personal engagement, professional engagement, occupational engagement, and employee engagement (EE). When an employee's behaviours on the job contribute to the integration of their physical, mental, and emotional self into their work, we refer to this

phenomenon as employee engagement (EE). According to Garg and Singh (2019), the Employee Engagement (EE) notion refers to the mental state of an employee that encourages them to work toward the objectives of the firm. [Citation needed] The term "employee engagement" (abbreviated as "EE") refers to "the extent to which employees feel proud of their business, wish to remain, want to offer their best, and connect their personal objectives with the goals of the organisation" (Ali et al., 2019). An even more compelling argument was presented on how employees' contributions lead to pleasant feelings and increased job satisfaction as a result of their labour. According to Iddagoda and Opatha (2020), employee engagement (EE) is present when employees demonstrate "strong desires" to work for the firm despite having alternative employment possibilities, and when employees go above and beyond the call of duty to guarantee the success of the organisation.

Conceptual Model



Research hypothesis

- There is no association between career planning and employee performance
- There is no statistical association between employee engagement and employee performance
- There is no statistical association between career planning and employee engagement.

Research Methodology and Design

Because the researchers needed to gather data from respondents and analyse it statistically in order to evaluate the hypothesis, they opted to conduct their study using quantitative research methodologies. In order to obtain information from the workers, the researchers employed a questionnaire with predetermined answers that was sent to them through email. When selecting their sample of respondents, the researchers relied on a procedure known as convenience sampling. In addition to this, researchers make use of secondary data aggregators and search engines such as Google Scholar and ProQuest, in addition to a broad range of publications that have been published in the past. They make use of these resources in order to educate themselves on pertinent research and to compose literature reviews. The researchers do an in-depth study on the questionnaire data by applying methods such as correlation analysis, analysis of the mediation impact, and analysis of the percentage rate.

The respondents were chosen through convenience sampling, the sample population are the employees working in leading organisations in different cities of South India, nearly 150 questionnaire were issued and 137 responses were received. The data collected were analysed using statistical tools like percentage rate analysis, correlation analysis, regression analysis and mediation analysis.

Data Analysis

Data Analysis In addition to more fundamental data analytics such as percentages, correlation, and regression, IBM SPSS may be used for study on moderated effects. In this part of the report, the data that was acquired by the researchers is analysed in more depth. The Hayes SPSS Syntax is used to do the analysis of the moderating impact.

Table 1: Percentage rate analysis

Demographic	Particulars	Frequency	Percent
Gender Category	Male	92	67.20
	Female	45	32.80
Age Category	Less than 30 years	37	27.00
	31 - 40 years	52	38.00
	41 - 50 years	17	12.40
	Above 50 years	31	22.60
Typeoffamily	Joint family	59	43.10
	Nuclear family	78	56.90
Currently living in	Metro City	82	59.90
	Non-metro City	55	40.10
Management Cadre	Lower level management	40	29.20
	Middle level management	82	59.90
	Process Head	15	10.90
Total experience	Less than 3 years	35	25.50
	4 - 8 years	35	25.50
	8 - 12 years	26	19.00
	12 - 16 years	9	6.60
	Above 16 years	32	23.40

The table 1 shows the demographic analysis of the respondents chosen for the study, based on the output it is noted that 67.2% of the respondents were male and remaining were female, 38% were in the age group between 31 – 40 years, 56.9% were in nuclear family, 59.9% were living in metro cities, 59% were in middle level management and 25.5% possess experience between 4 – 8 years.

Correlation analysis

Table 2: Correlation analysis



Correlations	Career Planning	Employee Engagement	Employee Performance
Career Planning	1	.897**	.844**
Employee Engagement	.897**	1	.855**
Individual Performance	.844**	.855**	1.00

Based on the correlation analysis it is noted that all the variables possess positive correlation among them, this shows that the variables possess significant relationship among them.

Regression analysis

Table 3: Regression analysis

Regression	B	t	P Coeff.
(Constant)	0.258	1.372	0.172
Employee Engagement	0.405	4.159	0.001
Individual Performance	0.478	5.225	0.00
F Value	213.63		
R Squared	0.761		

From table 3, the r squared is at 76.1% hence can be stated that the model is best fit, also it is noted that the p value is less than .05 hence there is a critical association between the variables.

Mediation analysis

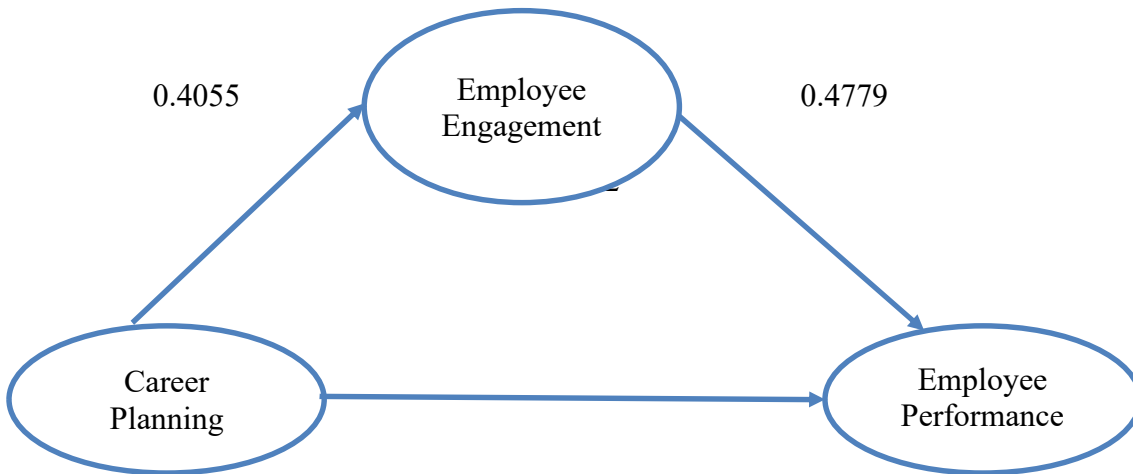
A statistical approach known as mediation analysis is used to measure the strength of a link between two variables known as an independent variable (also known as a "antecedent") and a dependent variable (sometimes known as a "outcome"). The mediation analysis may be beneficial in observational research to address cause and effect questions, but it may be most convincing when used to randomised treatment and preventative programmes. Gaining an understanding of the processes that mediate relationships enriches programmes by shedding light on the aspects of those programmes that are most important.

Table 4: Results of mediation analysis

Mediation analysis	Path Coeff	Std.Err	t-val	P-val	Critical Decision
CP -->. EP	0.4055	0.0975	4.1585	0.00	Supported
EE --> EP	0.4779	0.0915	5.2249	0.00	Supported
CP -->. EE	0.9562	0.0406	5.60	0.00	Supported
CP -->. EE -->. EP	0.4055	0.188	4.669	0.00	Supported

From the outcome in table, it is noted that the career planning possess significant association towards employee performance in the organisation, this result is comparable with the previous studies carried by other researchers in the similar topic. Also, it is noted that the employee engagement mediates the relationship between career planning and individual performance with the coefficients of 0.4779.

Output of mediation analysis



Discussion

As can be seen in the table below, CPP is a reliable indication of EP, but EE also plays a vital part in the process of achieving higher EP levels. The study leads to the conclusion that CPP is a crucial component in understanding EE as a result of the fact that EE has been established in numerous employment outcomes. The favourable results of the research revealed the usefulness of the firm investing in and encouraging a strong and healthy CPP in order to create future leaders and to preserve employee motivation. In conclusion, CPP has a considerable influence, both directly and indirectly, on EE and EP. Therefore, CPP has a significant and positive influence on working settings. This assists MPU in achieving its stated goal and vision by reducing staff burnout and enhancing employee interest and involvement in office activities.

This study makes a contribution to the current body of knowledge on the development of leaders by recognising the CPP as an important instrument for leadership development and building. The present study contributes to the body of previous research by investigating the function of the EE in the relationship between CPP and EP in the capacity of a mediator. In the end, it's possible that this study may assist the management of the institution in developing a robust succession plan and effective methods to enhance EP.

Conclusion

The study provides assistance to the administration of the organisation in finding appropriate successors in the event that there is an abrupt and unanticipated departure of personnel. As a result, there is less of a need for expensive new hiring and significant retraining programmes. The findings of this research may also be used to inform the formulation of policies that give priority to internal candidates for leadership roles within the organisation when such positions become vacant, rather than seeking them out from outside the institution. This would be done

in place of the traditional approach of looking for candidates from outside the institution. Those that are competent will be satisfied, which will make them more driven to strive toward attaining leadership positions. As soon as they start working for the firm, members of the academic staff who are eligible for CPP need to have that information shared with them. In order to cultivate the qualities that are essential for leadership positions and to generate work of extraordinary quality, the administration of the firm should encourage its staff by providing them with great T&D opportunities. This will allow the academic staff to cultivate the qualities that are essential for leadership positions. In conclusion, the findings of this study provide assistance to the overall management of the business to eliminate the talent gap across all departments by using CPP.

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