

Research Paper

Investigating the Moderating Effect of Career Growth on the Relationship between Job Resources and Job Engagement: The Case of Vice Chancellor for Planning and Development of Mashhad Municipality

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Abstract

The aim of this research is to examine the impact of job resources on job engagement by the mediating role of career growth. Research type is descriptive-survey. The statistical society is employees of Vice Chancellor for Planning and Development of Mashhad Municipality. A sample of 80 persons was selected by the simple sampling method. Data were gathered by questionnaire and were analyzed by descriptive, inferential and structural equation modeling techniques using SPSS and SmartPLS softwares. Validity was verified using content validity, construct validity, convergent validity and divergent validity. Reliability of the questionnaire was approved by using the Cronbach's alpha. The results showed that the means of career growth, job resources and job engagement are slightly higher than average. The results of structural equation modeling also showed that job resources affect the job engagement positively and career growth moderates the relationship between job resources and job engagement positively.

Keywords: Career growth, Job resources, Job engagement, Mashhad Municipality.

Introduction

Developed countries have developed cities and organizations. Developed organizations have developed managers and developed managers develop human resources. This is the unwritten law of leading firms and organizations throughout the world (Asghari, 2012). With the development of human resources, staff has become one of the intellectual, emotional, social, and global capitals and organizations achieve sustainable development, competitiveness and success by developing their human resources (Abili and Movafaghi, 2010). Employees' perceptions of management practice, particularly the human resource development, (is an influential variable on employees' job engagement) affect employee's job engagement. Job engagement refers to individual positive psychological conditions which make the person actively engaged in his role and organization (Avery et al., 2007). Ulrich (2007) states that the success of the organization arises from three important properties: competency, job engagement and employees cooperation. In other words, it is important to note that performance does not depend solely on staff competency and cognitive skills or abilities, but on how employees react emotionally to their work and organizations (Rurkkhum, 2010).

Some researches show that one of the most important antecedents of job engagement is job resources (for example Schaufeli, et.al.,2004; Mauno et al.,2007; Karatepe, et.al.,2009; Crawford, et.al., 2010; Bargagliotti, 2011 and Seppälä, et.al., 2014). Job resources refer to the aspects of a job that are dependent on achieving objectives and driving the personal growth and development (Xanthopoulou et al., 2007). Job resources are physical, psychological or organizational aspects of a job that are necessary to achieve job objectives and grow and develop the person (Hakanen et al., 2008). There is a positive relationship between job resources and job engagement because they are tools in achieving job objectives, training and

developing employees, meeting the needs for independence and competition and increasing people's willingness to dedicate their efforts and abilities to the work tasks (Cavanaugh et al., 2000; Lepine et al., 2005).

Factors such as job engagement and job resources are related to human resources variables. Studies conducted in the municipality of developed countries generally paid much attention to the issue of human resources (Cerecia, 2010; Bocatto et al., 2014). In these countries, strategies are well defined and employees have perceived them and the municipality supports the idea that employees are the most important asset in the organization (Wagar, 2014). However, the researches carried out in Mashhad municipality show that the status of human resource variables isn't desirable. For example, based on the research done by Jafari et al., (2009), human resources management has average quality in the Municipality of Mashhad and its administrators should identify factors affecting human resource management and apply them in handling the affairs. Furthermore, Erfan Khanzadeh et al., (2011) demonstrated that the motivational power of organization jobs is low; therefore jobs should be reviewed to reach the job enrichment step.

In this regard, it seems necessary to study the status of effective and important variables of human resource management and identify the impact of these variables and provide solutions to effectively manage these valuable assets. Also, according to the vision document of Mashhad Municipality in horizon 2025, career growth is considered as one of the organization's concerns. Since, on one hand, job engagement is considered in many studies as an important output of a series of management practices and human resource development and, on the other hand, we should not neglect the variables that review the conditions of work and employees work environment, so this study attempts to examine the impact of job resources on job engagement and evaluate the moderating effect of career growth in Department of Planning and Development of Mashhad Municipality by developing this

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model.

Literature review

Job engagement

Kahn (1990) proposing the first fundamental theory about job engagement and disengagement is considered as the pioneer in this field. He tried to consider this variable independently and separately in organizational behavior and pointed out that job meaningfulness, job security and readiness to accept and perform the job are very important (Avery et al., 2007). Kahn defined job engagement as the personal cognition power or ability and engagement in a special job. Job engagement is considered as the emotional and psychological attachment to the job, so a highly committed employee associates their identity with their job, often makes the contribution in the organization and enjoys organization membership. Harter et al. (2003) defined job engagement as the combination of workplace emotional and cognitive variables, namely satisfaction, happiness, prosperity and paying attention to positive effects. Krogh (2008) defined job engagement as the motivational factor describing employees' ability to perceive a part of the work process (physical, emotional and cognitive). These positive effects lead to work programs efficiency and eventually business results. Schaufeli et al. (2004) defined job engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. Vigor is characterized by the willingness to invest effort and energy in one's work and persistence in the face of difficulties. Dedication is determined by significance, inspiration and challenge while absorption refers to full concentration on and happiness in one's work (Woods et al., 2014).

According to the studies, employees holding high job engagement are more stimulated by intrinsic motivation such as having career growth opportunities, being regarded precious and being treated fairly compared to extrinsic motivation or receiving financial remuneration (Macey et al., 2008). Low job engagement leads to job dissatisfaction, low job conscience, slow work, repeated absenteeism and disruption to employees' mental health (Brown, 1996). Generally and according to numerous studies, the antecedents of job engagement consist of the opportunity to participate in decision-making (Gebauer et al., 2008), job motivation and satisfaction (Taghipour et al., 2013), characteristic traits (Woods et al., 2014), job resources and job demands (Mauno et al., 2007; Karatepe et al., 2009; Crawford et al., 2010; Bargagliotti, 2011; Gruman et al., 2011; Seppälä et al., 2014; Warr et al., 2012). As can be seen, Among the antecedents of job engagement, job resources is introduced as the most important variable for creating job engagement in recent years and will be discussed in the following sections.

Career growth

The concept of career growth has gone through radical changes in recent years. Traditionally, it is defined as a set of consecutive positions in a job or organization. In today's organizations, people have more active and dynamic career path changing based on their interests, abilities, values and workplace changes. In this case, employees expect the organization to offer development and flexible work opportunities rather than job

security and promotion assurance (Decenzo, 2010). Weng et al. (2010) stated that career growth is measured by four dimensions including goal progress, professional ability development, promotion speed and remuneration growth. In 2012, Weng et al. categorized these four dimensions into three dimensions due to the fact that there existed a high correlation between promotion speed and remuneration growth especially for the management level of employees. In their study area (in China). Weng et al. (2014) used this three-dimensional model to study the relation between career growth and organizational commitment. However, the current study will use the four-dimensional model described as the following.

Goal progress is described as the degree to which one's present job is relevant to his/her career path goals and can perceive the opportunities to achieve these goals. (Weng et al., 2012). In a study conducted on MBA students, Schein (1978) introduced five career anchors and added three other anchors in 1985. According to him, people may have goals in their career path including: general management competence, technical-functional competence, security/stability, entrepreneurship, autonomy /independence, service, pure challenge and life style (Gholipour, 2013). In this regard, individual employees who have specific career goals and concentrate on them will also have higher motivation for the behaviors helping them to achieve their goals (Wang et al., 2014).

Professional ability development is defined as the extent to which one's present job enables him/her to acquire new skills and knowledge fitting their goals (Stewart et al., 2012).

Promotion speed is considered as an employee's perceptions of the rate and probability of being promoted (Weng et al., 2012).

Remuneration growth refers to the speed, amount, and likelihood of increases in compensation (Weng et al., 2012).

Job resources

Job resources include physical, psychological or organizational aspects of the job that are functional in achieving work-related goals and stimulate personal growth and development (Demerouti et al., 2001). They consist of the factors such as independence, feedback, growth opportunities, positive work climate, achieving results, reward and recognition, support, job variety and work-role fit (Crawford et al., 2010). Individuals have always been trying to find, maintain and support their job resources. Once they feel their resources are threatened or they fail to obtain resources, they get agitated. Thus, job resources play an important motivational role (Maslach et al., 2001). The lack of job resources prevents goals achievement which will be followed by a sense of disappointment and failure and sometimes leads to leaving the organization or negative work attitudes such as no job commitment or lack of organizational citizenship behaviors (Bakker et al., 2005). Maslach (2001) indicated that the absence of job resources results in job burnout which, in turn, may lead to negative outputs, namely health problems, leaving the organization, absenteeism and organizational commitment decrease. In order for the employees to achieve work success, they need to have access to sufficient job resources. In other words, they both need to have access to and control over their

resources and these factors create positive work experiences, intrinsic motivation, psychological and physical comfort and the sense of security (Hakanen et al., 2006).

Job engagement and Job resources

Job resources activate the motivational processes which are associated with personal growth, learning, participation in decision-making and independence. In fact, these factors can make people devote their power and energy to work. Evidence and results of multiple studies in different professions and countries confirm that job resources are associated with work engagement. Job resources are positively associated with job engagement, because they are means to achieve business goals, training and developing employees, meeting the requirements for independence and competition and increasing one's willingness to dedicate his/her effort to the job tasks, as well (Crawford, et al., 2010; Lepine et al., 2005).

Career growth, Job engagement and Job resources

So far it has been concluded that job resources affect the formation of job engagement, and as mentioned earlier, several studies have confirmed it. However, in addition to assessing the effects of these two variables on each other, the study attempts to develop the model using career growth.

No research has so far introduced and examined a moderator variable for the relationship between job resources and job engagement.

In this section, we examine this hypothesis using three theories: Social Exchange Theory, Organization-Based Self-Esteem (OBSE) and Psychological Contract. To this end, it can be deduced that people who better understand the career growth try to compensate it because based on social exchange theory, they have received benefits from the organization, (Homans, 1958). As Morrison (2011) stated, employees who have understood the organizational support for their career growth are more likely to compensate it (according to Wang et al., 2014). On the other hand, based on organization-based self-esteem, people who better understand career growth, try to strengthen their self-esteem and serve the organization to strengthen its self-esteem since they feel valuable and success in the organization (adopted from Pierce et al., 2004). Finally, based on the psychological contract theory, once people feel the manager has respected their rights for the development, they also respect the organization (adopted from Conway et al., 2005). As a result of these three theories, employees who better understand a career tend to spend more energy in their works, will use existing resources very well, withstand

The problems with better mental health conditions will involve more in doing tasks and will feel a sense of pride, passion, significance, inspiration and will care for his job and will completely focus on his job and does his duties pleasantly. All these factors indicate higher levels of job engagement. Thus, it can be deduced that career growth can probably moderate the relationship between job resources and job engagement.

Conceptual model and developing hypotheses

Karatepe et al., (2009) showed that job resources predict all three components of job engagement, such as vigor, dedication

and absorption better than the sense of effectiveness. In addition, Crawford et al., (2010) concluded that job demands and burnout are positively associated and job resources and job burnout are negatively associated. While job resources and job engagement have a positive correlation, job demands are highly dependent on the nature of demand (challenging or inhibiting). So inhibiting demands are negatively and challenging demands are positively associated with job engagement.

Eesa-Khani et al., (2013) found out that job resources, personal resources and organizational resources positively affect the job. Also, factors such as responsibility, professionalism and cross-organizational mission are known as other resources affecting the job engagement. Roshan-Nejad et al., (2012) showed that job resources have a significant positive correlation with the job engagement.

Therefore, in this study it is assumed that job resources such as goal progress, promotional speed, Professional ability development and Remuneration growth have a positive impact on job engagement.

H₁: Job resources have a positive impact on job engagement.

Gebauer et al. (2008) authored the study "Closing the Engagement Gap: A Roadmap for Driving Superior Business Performance" in the Global Workforce Study 2007-2008 by an international professional consulting firm Towers Perrin. In that study, employees around the world were asked to rank factors driving them to be highly engaged with their jobs. In China, the first driver was having excellent career advancement opportunities, whereas the number one driver in India was the opportunity to participate in decision-making at the department level. In addition, improving employees' skills and capabilities was ranked by employees in the United States, United Kingdom, and Brazil as the second driver.

Coetzee and de Villiers (2010) showed that individuals' levels of career orientations are significantly related to their work engagement. Miller et al. (1996) concluded that perceived ability development leads to job engagement. Chen et al. (2004) tried to explore the career needs in their study and proposed the concept of the gap between career development programs and career needs. The results revealed that R&D personnel have very diverse career needs at various stages of their career, and it depends on which stage of their career they have reached. The results showed that the larger the gap, the higher the levels of disengagement. Also, Al Aris (2010) showed that lack of work engagement is a barrier to career development.

So the second hypothesis confirmed as bellow:

H₂: Career growth has a positive impact on job engagement.

As has been said before, so far, no research has been assessed to introduce and examine the moderator of the relationship between job resources and job engagement. But this study focused on the employee's perception of career growth to explain the strength of the relation between job resources and employee engagement. For this purpose, according to the three theoretical bases Such as "Social Exchange Theory", "Organization-Based Self-Esteem (OBSE)" and "psychological

contracts", the hypothesis will be discussed to prove this subject. Social Exchange Theory (Homans, 1958) states that Logically, When people receive the benefit of others, they force themselves to compensate it and this is what the organization wants. Wang et al (2010) concluded that employees who have better career growth are more committed to the organization. Morrison (2011) has said that employees who have perceive the organizational support for their career growth better, will try more than others to compensate it. (Wang et al., 2014). Also foong- ming (2008) stated that Career development proceedings indicate organizational support in developing employee's capabilities and skills and according to "Social Exchange Theory" these proceedings create a sense of duty for the staff to pay attention to organizational goals and try to achieve them. Accordingly, it seems that employees who perceived career growth better will have better job engagement.

The second theoretical basis is "Organization-Based Self-Esteem (OBSE)". Pierce et al. (2004) has defined it as the degree to which employees believe themselves as part of the mighty, important and valuable staff of the organization. Employees who perceive high levels of self-expression and success in the organization will have higher levels of Organization-Based Self-Esteem and will continue to offer their

services to strengthen their self-esteem (weng et al., 2014). In this discussion, it is a logical conclusion that Employees who have a successful career growth, have higher levels of Organization-Based Self-Esteem and it leads to receiving Resources and information which increase their value for the organization and finally perceive higher level of job engagement.

The third theoretical basis is "psychological contracts". Argyris (1960) was the first person who used the word "psychological contracts" in the business climate. He used this phrase for the tacit agreement between employees and employers in an organization. He believed that if employees feel that manager reserved their rights regarding their growth and development and respect their motives and interests, the employees will respect the organization and feel more engaged (Conway et al., 2005). So the third hypothesis is:

H₃: Career growth can moderate the relationship between job resources and job engagement.

In this way, the research conceptual model is presented in Figure 1.

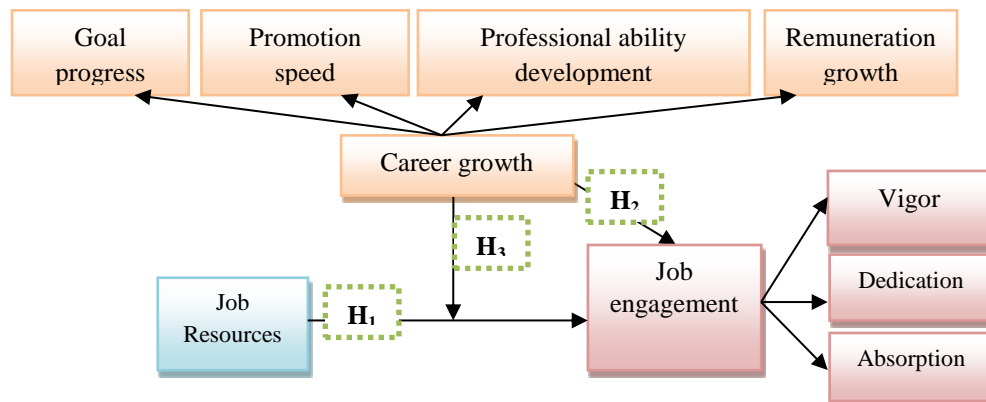


Figure 1: Conceptual Model

Research methods

Because of this study aims to investigate the moderating effect of career growth on the relationship between job resources and job engagement and also try to assess the status of these variables, and try to answer questions about common organizational problems, According to the "research onion" developed by Saunders et al. (2009), this study is a descriptive-survey study. The research method is Quantitative, the time horizon is single-sectional and data collection method is the questionnaire.

The statistical population is the staff of Department of Planning and Development of Mashhad Municipality including 99 people. To determine the sample size, Morgan table was used and the sample size was calculated to be 80 persons and sampling was done by simple sampling method. Data collection tool is a questionnaire which has been developed based on five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of demographic questions, questions related to the career growth that have been adapted

from the questionnaire designed by Wang and Hu (2009) and consisted of 15 items which measured four components of career growth including goal progress, the development of professional competence, progress rate and reward growth. Questions are about job resources whose items are derived from Crawford et al. (2010) study and assess nine aspects of the job resources including independence, feedback, growth opportunities, positive work climate, achieving results, reward and recognition, support, job variety and work-role fit in 18 questions and, ultimately, the questions on job engagement examine three aspects including robustness, attraction and dedication in 9 items adapted from Shafeli (2006) study. In this study, structural equation modeling (SEM) and partial least squares (PLS) methods have been used to test the hypotheses and model fitting. Hulland (1999) has suggested that it is better to do PLS modeling in two stages, the first stage consists of determining the measurement model through estimating validity and reliability and the second stage consists of determining the structural model through analyzing fitness indicators,

determination coefficients and analysis.

Results

Descriptive statistics

In terms of demographic characteristics, about 69% of respondents are male and the rest are female. Most employees (57%) are in the age range of 30 to 39 and about 64% are married and the rest are single. In terms of academic degree, about 47% were bachelor and 35% postgraduate and most employees (37%) had work experience between 6 to 10 years.

Status of variables

One sample T-test was used to examine the status of job resources, Career development and job engagement since the distribution of variables is normal (to summarize the text, we prevent mentioning the results of normality tests). Since the inventory questions are measured based on the five-point Likert scale from strongly disagree (1) to strongly agree (5), therefore, the variables mean is compared with 3. According to Table 1, it is concluded that the means of career growth, job resources and job engagement are slightly higher than average, and these variables have a relatively favorable status.

Table 1: Status of research variables

Variable	Mean	SD	T	Sig	Mean difference
Career growth	3.432	0.752	5.092	0.00	0.432
Job resources	3.440	0.490	7.970	0.00	0.440
Job engagement	3.688	0.651	9.436	0.00	0.688

Measurement Model

To verify the validity of the questionnaire, content validity, construct validity, convergent validity and divergent validity have been examined. Content validity is created by ensuring the compatibility between measurement indices and existing literature which was obtained by the views of professors and a number of experts. Construct validity shows if the indicators provide appropriate functional structure to measure studied structures in the research model, therefore the loading factor should be more than 0.5. If the loading factor is between 0.3 and 0.5 based on the desirability of AVE, the item can be deleted (AVE should be more than 0.5). If the loading factor is less than

0.3 the item should be necessarily removed. Finally, t-value is used to check them, if it is more than 1.96 or less than -1.96, the validity is confirmed at 95% confidence level. By this way, CG8 and CG9 should be eliminated.

Convergent validity refers to the fact that indicators of any structure have an average correlation with each other. According to Fornl et al., (1981), the criterion for convergent validity is that the average output variance (AVE) should be more than 0.5. The results of construct validity and convergent validity are shown in Table 2, which shows the significance of construct and convergent validities.

Table 2: Construct validity and convergent validity of the questionnaire

Variables	Questions	Factor loading	T	Result	AVE
Career growth (CG)	CG1	0.838	7.249	Significant	0.615
	CG2	0.489	2.042	Significant	
	CG3	0.807	7.888	Significant	
	CG4	0.681	4.488	Significant	
	CG5	0.318	3.415	Significant	
	CG6	0.547	2.149	Significant	
	CG7	0.624	4.714	Significant	
	CG8	0.186	2.198	Not significant	
	CG9	0.137	3.149	Not Significant	
	CG10	0.348	4.952	Significant	
	CG11	0.468	5.014	Significant	
	CG12	0.624	6.854	Significant	
	CG13	0.471	4.149	Significant	
	CG14	0.408	3.145	Significant	
	CG15	0.681	2.147	Significant	
Job Resources (JR)	JR1	0.687	9.148	Significant	0.659
	JR2	0.488	2.826	Significant	
	JR3	0.712	7.309	Significant	

	JR4	0.394	2.724	Significant	
	JR5	0.473	3.273	Significant	
	JR6	0.691	8.608	Significant	
	JR7	0.489	2.556	Significant	
	JR8	0.645	4.698	Significant	
	JR9	0.781	7.968	Significant	
	JR10	0.378	4.517	Significant	
	JR11	0.458	3.198	Significant	
	JR12	0.652	4.684	Significant	
	JR13	0.514	6.418	Significant	
	JR14	0.657	2.547	Significant	
	JR15	0.456	3.751	Significant	
	JR16	0.741	4.255	Significant	
	JR17	0.651	7.014	Significant	
	JR18	0.327	5.138	Significant	
Job engagement (JE)	JE1	0.875	24.447	Significant	0.754
	JE2	0.846	15.524	Significant	
	JE3	0.885	26.533	Significant	
	JE4	0.621	2.158	Significant	
	JE5	0.451	4.164	Significant	
	JE6	0.403	3.147	Significant	
	JE7	0.367	6.654	Significant	
	JE8	0.458	4.247	Significant	
	JE9	0.568	5.852	Significant	

Divergent validity shows little or no overlap between the questionnaire variables about their statements. The divergent validity is measured by comparing the square root of AVE with correlation of the latent variables and for each of the reflective

constructs, AVE root square should be more than the correlation of the structure with other structures in the model. As shown in Table 3, this validity is confirmed for all variables (adopted from Choua et al., 2009).

Table3. Divergent validity of the research questionnaire

Variables	Job resources (JR)	Job engagement (JE)	Career growth (CG)	AVE square root
Career growth (CG)			1	0.784
Job engagement (JE)		1	0.4138	0.732
Job resources (JR)	1	0.5496	0.6794	0.869

The reliability was assessed using Cronbach's alpha coefficient. Cronbach's α coefficient is presented in table 4.

After omitting two questions the reliability reached an acceptable level for all variables.

Table4. Cronbach's α for all variables

Variables	Cronbach's α
Career growth (CG)	0.751
Job engagement (JE)	0.814
Job resources (JR)	0.739

Structural model

The second step in the Hulland procedure is using path analysis, the coefficient of determination and model fitting index. The relationships between the variables are in the same

direction in path analysis and are considered as the distinct paths. The concept of analysis through its main features means the chart of a path that reveals the possible causal links among variables (Homan, 2008). Figure 2 shows the structural equation

model and research model path diagram and also in Figure 2, result significance is shown using t-statistics. Since all values

are more than 1.96, the results of structural equation test are reliable.

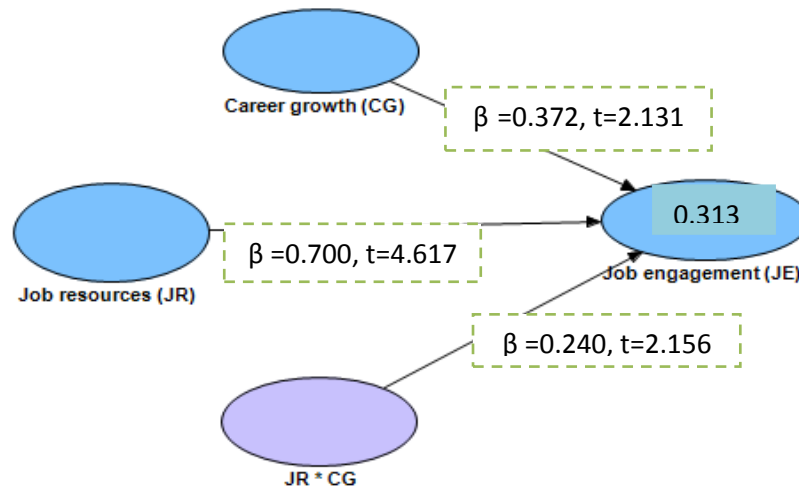


Figure 2: path coefficient of research model (Factor coefficients and t-values)

Coefficient of determination

Determination coefficient represents the percentage of change in the dependent variable by independent variable (s). According to Figure 2, determination coefficient of the fitted model can be seen. Accordingly, 31% of changes in job engagement variables are affected by job resources and career growth and the interactions between them, and the rest are not considered in the model.

Model fitting index

To measure the model and its fitting, the model fitting index

is assessed. The primary purpose of using structural equation modeling is to find a theoretical model that has a theoretical and practical concept. The general criterion considered for the partial least squares is called «Gof». «Gof» contains four Indicators named absolute, self-related, internal model and external model. The internal model is, in fact, the relationships between variables and external model is the estimation of factor loadings and factor analysis. These two indicators are descriptive. If these four criteria are greater than or equal to 0.5, the model is appropriate (Tenenhaus et al., 2005). In table 4, these four criteria have been shown that indicates the model is appropriate.

Table 5: Model fitting index of structural modeling

Absolute indicator	0.669
self-related indicator	0.857
internal model indicator	0.966
external model indicator	0.887

Another Model fitting index is Q^2 . Stone–Geisser’s Q^2 is often used to assess predictive relevance and can be calculated using the blindfolding procedure. If $Q^2 > 0$, then the model is viewed as having predictive relevance (Ayala et al., 2013). Stone–Geisser’s Q^2 for endogenous constructs are 0.314, 0.416, and 0.368 for job resources, career growth and job engagement, indicating acceptable predictive relevance.

Examining the research hypotheses

As shown in Figure 2 and also in Table 5, the path coefficient is estimated 0.700 regarding the effect of job resources on job engagement, and since the t-statistic is greater than significance level, i.e. 1.96, it can be concluded that the path coefficient is significant at 0.05 error level and as the path coefficient is positive, job resources have a positive impact on job engagement and the hypothesis is confirmed.

Also, the path coefficient regarding the effect of career growth on job engagement is estimated 0.327. The path

coefficient is significant at 0.05 error level and as the path coefficient is positive, So career growth has a positive impact on job engagement and the hypothesis is confirmed.

About the moderating effect of career growth on the relationship between job resources and job engagement it should be noted that any moderating effect is measurable if there was a significant interaction between independent and dependent variables. Here, as mentioned, job resources have a significant positive impact on job engagement. So the moderating effect of career growth on this relationship can be determined. For this purpose according to Figure 2 and Table 5, the path coefficient is estimated 0.240. Considering that the t-statistic is greater than its significance level i.e. 1.96, it can be concluded that the path coefficient is significant in error level 0.05. So, considering that the path coefficient of the moderating effect of career growth on the relationship between job resources and job engagement is positive, it can be concluded that the career growth positively moderates the relationship.

Table 6: examination of hypotheses

Hypothesis	Path	Path coefficient	t	Result
First	Job resources → job engagement	0.700	4.617	Confirmed
Second	Career growth → job engagement	0.327	2.131	Confirmed
third	career growth → the relationship between job resources and job engagement	0.240	2.156	Confirmed

Conclusion

The aim of this study was to evaluate the effect of job resources on job engagement for employees and awareness of the variable status in the Planning and Development Department of the Municipality of Mashhad. In addition, to develop the model and given the characteristics of Mashhad Municipality, the study identifies the career growth as a variable that can moderate the relationship between job resources and job engagement and its moderating effect was theoretically and statistically measured. The results showed that the status of career growth variables, job resources and job engagement are higher than the average level. The results also showed that job resources have a positive impact on job engagement. The finding is consistent with previous findings by Schaufeli et al., (2004), Mauno et al. (2007), Karatepe et al. (2009), Crawford et al., (2010), Roshan-Nejad et al., (2012) and Eesa-Khani et al (2013).

Findings show that career growth has a positive effect on job engagement. The finding is consistent with previous findings by Gebauer et al. (2008), Coetzee and de Villiers (2010), Miller et al. (1996), Chen et al. (2004) and Al Aris (2010). Also, another research finding is the positive moderating effect of career growth on the relationship between job resources and job engagement. So far, no research has been assessed on the moderating effect of a variable on the relationship between job resources and job engagement and the moderating effect shows the relationship between job resources and job engagement is influenced by career growth. As mentioned previously, based on social exchange theory (Homans, 1958) if an employee understands the career growth better, he/she will try to compensate it because he/she has received benefits from the organization, based on organization-based self-esteem, he/she tries to strengthen self-esteem and serve organization to strengthen its self-esteem (adopted from Pierce et al., 2004) and Finally, based on the psychological contract theory, he/she also respect the organization (adopted from Conway et al., 2005). It means the effect of job Resources in shaping job engagement is dependent on career growth and if employees understand higher levels of career growth the effect of job resources on career growth will be accelerated.

The results show that job resources affect the employees' job engagement; the organization is suggested to show greater sensitivity to job resources and strengthen design or revision of jobs and the main aspects of job including job diversity, importance of task, flexibility, independence, feedback and freedoms of action so the employees feel they are significant to their jobs. The fit between job and the employee should be considered in recruitment and employ people who do not fit the job should be avoided, employees will realize higher levels of job engagement.

Another research finding shows that career growth has a

positive effect on job engagement. So job engagement can be improved by improving employee's career growth level. To strengthen career growth, its components should be considered and tried to increase their levels. In other words, to improve career growth level, managers should identify goal progress of employees and help employees achieve them. Also, managers should provide Learning opportunities and new knowledge and skills. It is suggested that managers offer appropriate rewards for employee's achievements. Thus, according to this research finding that job engagement is influenced by career growth, job engagement will increase.

Also, due to the fact that career growth can moderate the relationship between job resources and job engagement, it is suggested that organization improve career growth level because if it has higher level, the impact of job resources on job engagement will be accelerated and finally job engagement will increase more. On the other hand, increasing the level of job resources has a great impact on job engagement. So the organization is suggested to review job descriptions, increase job authorities and provide opportunities for freedom of action and decision-making for the staff through job's reanalysis. Furthermore, the organization is recommended to rethink about management approaches and staff supervision and guide the staff through humanistic and developmental approaches, for instance providing freedom, authority and feedback for the employees. Also providing support and providing learning and development opportunities lead to job engagement. Finally, it is suggested that the organization should focus on creating an organizational culture which supports job engagement such that the actions of managers, supervisors and organization culture promote job engagement.

For further studied considering that career growth affected on job engagement, it is suggested that the impact of variables which can effect on career growth also be investigated.

It is recommended for future studies that researchers identify the variables which lead to forming job engagement and evaluate their effects systematically and introduce the factors with the highest priority in Iranian organizations. It is also suggested that researchers assess the effect of other human resource management

For example the mediating effect of career growth on the relationship between succession planning and job engagement can be investigated. It is also suggested that In addition to investigating the impact of job resources as a positive factor in the workplace, the impact of the job demands as a negative factor in the workplace should be investigated.

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