



The Moderating role of Work Experience on the association between Organizational Career Management, Career Satisfaction, and Work Engagement among Private Insurance Company Employees.

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ABSTRACT: The research determined the interactive effect of organizational career management and work experience (four types of work experience) on career satisfaction and work engagement among employees in the private insurance companies in Ghana. Using a cross-sectional survey and a quantitative approach, the researcher gathered data from five selected private insurance companies in the Kumasi Metropolitan Assembly of Ghana (Donewell Insurance Co. Ltd, Starlife Assurance Co. Ltd, Metropolitan Life Insurance Gh. Ltd, Vanguard Assurance Co. Ltd, and Absa Group Ltd). Using a random sampling approach, 98 individuals as the sample size for further discussion. Data were processed using the Statistical Package for Social Sciences (Version 26) and presented in tables. The correlation analysis was undertaken to determine the relationship between OCM and career satisfaction; OCM and work engagement with results being ($r=0.881$, $p<0.01$) and ($r=0.158$, $p<0.01$) respectively. Moreover, the results showed that after controlling for the effect of the socio-demographic constructs, OCM and the different types of work experience played an important role in predicting career satisfaction and work engagement using the change R-squared significance after running a hierarchical regression. It was ascertained that organizational type and total experience moderated the relationship between OCM and career satisfaction ($B=0.065$, $p<0.05$) and ($B=0.064$, $p<0.05$). Organizational tenure and total experience moderated the association between OCM and work engagement ($B=0.234$, $p<0.05$) and ($B=0.224$, $p<0.05$). These outcomes carry implications for research and practice on career satisfaction and work engagement in the organization.

KEYWORDS: organizational career management, career satisfaction, work experience, work engagement

Received 24 Jan, 2022; Revised 28 Feb, 2022; Accepted 06 Feb, 2022 © The author(s) 2022.

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I. INTRODUCTION

Many employees express that feeling of actualization when they can achieve their career goals, progressively, and steadily climb the positional ladder in an organization (Wesarat et al., 2014). Regarding that, people turn to demonstrate the act of owning their organizations and become grossed with their work until the desired results are obtained (Kong et al., 2020). It must be, however, indicated that promoting career satisfaction and ensuring individuals are highly engaged in their work does not happen in space (Runhaar et al., 2019). Pragmatic and prudent measures ought to be constituted to ensure people with career objectives develop that sense of satisfaction and also make them spirited towards the delivery of their mandate in the organization (Bagdadli & Gianecchini, 2019; Wesarat et al., 2014). It is an undeniable conclusion that individuals contribute towards their careers. However, with the current nature of organizational setups that makes it challenging to distinguish an individual's personal life and work, there is a call on organizations to create a platform that posits to ensure people achieve their career objectives while ensuring they deliver on their mandates and become engaged because a satisfied and an engaged employee is described as a reliable asset or capital to the organization (Rose et al., 2016; Wesarat et al., 2014).

Competitively, organizations battle for employees who are qualified, creative, and innovative to have a competitive advantage (Guan et al., 2015a; Saleem & Amin, 2013). Following this in the business arena, organizations that are not able to provide a platform for workers to excel and achieve their objectives stand to be less competitive, inefficient, and unsuccessful (Masri & Suliman, 2019). There is, therefore, the need to introduce programs that answer the internal concerns, ensure career progression, augment efforts, and stimulate employees to perform to the utmost (Runhaar et al., 2019). This has brought to bear human resource activity such as career management which posits to cater for the career concerns of workers (Callanan et al., 2017; H. Kong et al., 2012a). Even though workers give credence to developmental opportunities and career advancement (Levin et al., 2017), the topic posits to be the largest misfit between the expectations of employees and the actual programs constituted by the organizations (Gupta et al., 2014).

The traditional way of managing careers rested on the shoulders of individuals and downplayed organizational career management (OCM) activities (Hall, 2002). However, with the evolvement of models that argues on career management, it has been introduced that the management of career has shifted from just individuals managing their career to the organization setting up programs that posit to create a balance between individual's career objectives and organizational goals even in the face of varying career goals by employees (de Oliveira et al., 2017; Hsiao, 2013). However, there is rare evidence regarding how organizations contribute to the career advancement of progression of the employee to ensure career satisfaction (Jung & Takeuchi, 2018) and encourage engagement among workers (Korankye, 2020). With career planning mostly taking place in the organization as a human resource function, several career practices, programs, and policies are introduced. It is, therefore, critical to better appreciate career management and its contributions to employees and the organization.

Furthermore, an experience people go through in the space of work and the positions they occupy informs their opinions, perceptions, satisfaction with their organization, and satisfaction (Knight et al., 2017; Knight et al., 2006). Positive work experience is said to awaken employees' consciousness about career opportunities within their organizations which encompasses elements such as orientation, challenging jobs, and pursuing careers of interest (Cease-Cook et al., 2015). A work experience that is saddled with low salaries, poor treatment by management, lack of opportunity for progress, and static routine turn to demotivate employees and discourages work engagement (Wadhwa, 2012). Having a workforce that is experienced is an advantage to every organization because they are preview to skills to do the job, information to solicit, managing resources among other important benefits (Jackson & Wilton, 2017). Notwithstanding the relevance of work experience in the organizational setup, empirical studies on it and its relationship with other outcomes are rare (Singh, 2018). Coupling OCM practices with employees who are experienced is said to be a game-changer since they become more skillful, more knowledgeable, more experienced, handle challenging tasks and could transfer knowledge to others (Beus et al., 2014; Knight et al., 2006; Singh, 2018). Reference to what has been stated, the study sort to establish the moderating role of work experience on two main relations among employees in private insurance companies in Ghana. Firstly, the moderating role of work experience on the relationship between organizational career management (OCM) and career satisfaction. Secondly, the moderating role of work experience on the relationship between organizational career management (OCM) and work engagement.

II. LITERATURE REVIEW

Organizational career management and practices

The element of organizational career management encompasses several policies, activities, and practices institutionalized by organizations to enhance the career effectiveness and the achievement of employee's career goals while benefiting thereof (Jung & Takeuchi, 2018; Haiyan Kong et al., 2020). According to Wesarat et al., (2014) OCM is purposely planned and regularized by the organization and mostly conducted by experts or human resource managers. OCM is characterized as a supportive and enabling tool through which organizations introduce trends where career systems alternate to accommodate higher flexibility and adaptability rather than the traditional means where systems were too rigid to accommodate innovations (Crawshaw & Game, 2015; Mineva et al., 2020; Rezaean & Hatami, 2012). Contextualizing the contemporary business framework, organizations set into motion several career practices (Kong et al., 2012). These include formal educational schedules, career guidance & counseling, mentorship, and other management approaches, techniques, activities and practices mostly spearheaded by the human resource department (Bagdadli & Gianecchini, 2019). In a study conducted by Sturges et al., (2002) many institutions and enterprise strategically initiate formal approaches consisting of career planning, training & development sections, and assessment centers; informal approaches such as coaching, mentorship, and networking opportunities.

Career satisfaction

The fulfillment people usually derive from the internal and external tenets of their career is described to be career satisfaction (Kumudha & Abraham, 2014a). Issues that encompass career satisfaction include the pay

an individual receives, an opportunity for advancement or growth among others (Afonso et al., 2014; Kong et al., 2012b). The satisfaction individuals have with their career defines how they feel about the roles played, their accomplishments, and the challenging task they have been able to handle (Chiaburu et al., 2013). One key component in establishing the success an individual has obtained with his or her career is career satisfaction since it has been modeled to comprise both the intrinsic and extrinsic results thereby being evaluated using both objective and subjective indicators (van der Weijden et al., 2016).

In another breathe, career satisfaction is mostly described to be subjective and relative since it is mostly at the discretion of individuals or employees (Sundstrom et al., 2016). The conclusions drawn by individuals go a step further to determine whether an individual has been successful with his or her career (Afonso et al., 2014b). An individual's positive emotional condition that emanates from a personal assessment of a person's career or experiences obtained from a related career is regarded as career satisfaction (Jung & Takeuchi, 2018). It incorporates an employee's feelings of fulfillment and satisfaction with their career. People evaluate the success they have chopped in their career by doing that with reference to self-established standards, principles, personal goals, needs, and career stage (Korankye, 2020; Rezaean & Hatami, 2012).

Work engagement

Work engagement in the arena of organizational behavior has been a concept that has received attention from practicing industry players and academicians (Lee & Eissenstat, 2018). It is an important concept and practice because an engaged employee is regarded as a great tool for the achievement of institutional objectives (Andrew & Sofian, 2012). Relying on the studies of (Vander Elst et al., 2016), work engagement encapsulates the positive, emotional, and psychological work-related position of mind that allows workers to actively express and commit themselves emotionally, physically, mentally, and consciously in the performance of their assigned obligations (Akhtar et al., 2015; Victor & Hoole, 2017). Engaged employees are hardworking, ambitious, committed, and most likely to exceed expectations prescribed for them. In many cases, individuals in such a state have the feeling their physical and psychological well-being are affected positively by the work they do (Victor & Hoole, 2017).

Moreover, engaged workers are characterized as strong people, energized, resilient, and have the mental fortitude in executing their mandates (Andrew & Sofian, 2012). In addition, they commit their heart to their work, persevere, invest efforts, demonstrate passion, full of inspiration, excited about their job, strong work involvement, takes on a challenge from their work, concentrate fully, absorbed by their work, and dedicate their all in achieving their targets while maintaining standards (Andrew & Sofian, 2012; Lee & Eissenstat, 2018; Vander Elst et al., 2016). In measuring relationships statistically, in the business fraternity, employee engagement has been established to have ripple effects on elements such as job satisfaction, organizational performance, organizational citizenship behavior (OCB), loyalty, labor turnover among other relevant organizational and employee behavior (Akhtar et al., 2015; Korankye, 2020; Lee & Ok, 2015).

Work experience

Work experience has been a repeating component of many job advertisements thereby depicting its relevance to employers and organizations at large (Beus et al., 2014). According to Singh, (2018) work experience encompasses the knowledge, information, the period, and the certainty an individual has acquired over time on a job, in work, in an organization, or a particular task. It is believed that work experience most comes through learning at the workplace and the practice of what an individual has learned (Cease-Cook et al., 2015). Work experience is critical to several human resource activities such as selection, training, and career advancement (Quinones et al., 1995). Due to the essential nature of work experience for human resource practice and studies, fair commitment to the study of the concept and its association with several organizational outcomes and individual behavior has been done (Quinones et al., 1995). More importantly, work experience prepares a person for a fulfilling career in a particular field, makes one professional, and prepares an individual for a higher task or future task with a present organization or another (Knight et al., 2006).

In the quest to know more on work experience, it has been determined that in some cases it is referred to as the amount of time spent on a job; how long one has been with an organization; the measure of knowledge and skills exhibited in handling a task (Singh, 2018). Due to its nature, it is regarded as a key determinant of the performance of organizations, career satisfaction, intention to quit, work engagement among others (Jackson & Wilton, 2017). In another breathe, some studies have indicated that people who may have been on a job or with an organization for the same number of years may exhibit different experiences due to the subjectivity of the concept (Cease-Cook et al., 2015). There is empirical information that reveals that two people with equal amounts of job tenure can differ drastically in the number and types of tasks they perform (Singh, 2018).

More so, it is believed that one begins to gather experience at the moment of entry into an organization and is placed on a job (Indeed Editorial Team, 2020). This brings into bear the levels for which an individual could go through to amass experience. This includes entry-level (this is when an employee first joins a

workforce and is placed on a job); the intermediate encompasses the few years one spends on a job or with an organization; the mid-level hovers on when one has reached a position to oversee the achievement of goals of one or more departments; Senior or executive-level is a place where one has worked in a particular for many years and have obtained extensive in a managerial role. In this instance, participants in important decisions made on the job or in the organization (Indeed Editorial Team, 2020).

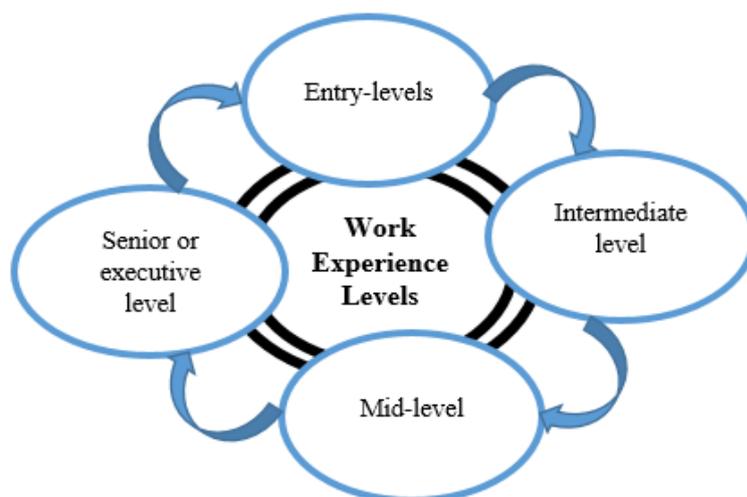


FIGURE 1 Levels of work experience
Source: (Indeed Editorial Team, 2020)

III. HYPOTHESIS DEVELOPMENT

OCM, career satisfaction, and work engagement

Guan et al., (2015) assert that the general perception of employees about the assistance provided by their organizations comes to bear when there is the implementation of OCM programs and activities. It is believed that employees have access to career enhancement through these established programs by the organizations, which goes a long way to determine how they are satisfied with their careers. This outcome is consistent with the outcome in the studies (Callanan et al., 2017; Fleisher et al., 2014; Kong et al., 2015). The essence of OCM cannot be undermined as it sorts to provide help, social and evidential support to help achieve personal goals which are regarded as a predictor of career satisfaction (Bagdadli & Gianecchini, 2019). The fruits of OCM manifest in the existence of development practices, recognition of existing opportunities, and future support which leads to the enhancement of career satisfaction among employees (Jung & Takeuchi, 2018; Runhaar et al., 2019). A favorable organizational environment that makes employees thrive increases their expectations when it comes to matters relating to their career development. Due to this, it was established that training offered at the workplace tends to influence career satisfaction (Bagdadli & Gianecchini, 2019; Cavazotte & Alan Dunzer, 2019; Saleem & Amin, 2013). Other OCM measures such as career sponsorship, the opportunity for development, mentorship, and counseling are said to be strongly related to the career satisfaction of employees (Afonso et al., 2014; Guan et al., 2015).

Bakker & Demerouti, (2014) states that when employees ascertain that their organizations provide support in the development of their careers, they also show appreciation through positive behaviors such as work engagement. This outcome is also indicated in the studies of Korankye, (2020); Yang et al., (2018) that organizations who have the career development of their employees at heart are mostly found to be engaging their workers six times as compared to organizations who disregard the essence of career and talent management. The write-up in Leadership, (2010) shows that among employees in countries such as Canada, the USA, and Denmark, it was estimated that 63% of the respondents strongly agreed that they are highly engaged by organizations who make the provision of career management and contribute significantly to their careers. The study showed that OCM is a way through which employees could be empowered, resource, and make available opportunities to all. These pragmatic measures help in acquiring new skills and knowledge that promote a high level of engagement among workers. Even though it is difficult in promoting engagement among all employees, OCM practices such as performance appraisal, career development, motivation, and competency are tools that could be employed to promote work engagement (Korankye, 2020).

In tandem with empirical outcomes, the following is hypothesized: OCM will positively and significantly relate with career satisfaction (H1; see Figure 2).

Consistent with the evidence provided, the study hypothesized that: OCM will positively and significantly relate to work engagement (H2; see Figure 2).

The moderation role of work experience

The experiences gathered by employees are deemed as a foundation for developing habits and routines, which are often adopted by employers as a proxy for skills and knowledge acquisition (Huckman & Pisano, 2006). Experiences that are related to work serve as an opportunity to enhance relevant knowledge that workers could transfer or apply in a related context (Singh, 2018). The transfer of knowledge and learning from one context to another could be self-fulfilling and could maximize a sense of satisfaction and advance engagement (Dokko et al., 2009).

It is essential to reveal that some research on experience regarded work experience in terms of time spent on a job or with an organization i.e., organizational tenure (Beus et al., 2014). On the other hand, scholars have criticized time-based evaluation of work experience as it fails to stipulate other indicators of experience, which add enough information, and the meaning ascribed to the work experience as a variable. Justifiably, to evaluate work experience as a multidimensional element, this study operationalized experience based on Quinones et al., (1995); Singh, (2018) conceptual framework to advance the understanding and measurement of work experience as a variable at the individual level. The researchers established a 3*3-matrix framework on the dimensions that define the domain of interest: evaluation of work experience (amount, time, and type) and level of specificity (organization, job, and task). The level of appropriateness of the specificity as indicated by (Quinones et al., 1995) was dependent not only on the available information but also on theoretical linkages between experience and outcomes of interest. The dependent constructs in this research; career satisfaction and work engagement, which represent the subjective contentment and absorption respectively over a longer period, the experience of the existing job, and task may not be appropriate connection. For the purposes of this research, the operationalization of experience focused on the number of organizations worked for, organizational tenure, total experience, and the organizational type.

Work experience is regarded as a host of know-how that is mostly accumulated on the job, off the job, within the entity, or outside the current organization (Huckman & Pisano, 2006). It is one of the most demanding options for many employers because it can maximize an individual's knowledge on a task, shape a person's thinking and habit, and reveal the behavior of an individual work that is good for improving performance and subsequently enhance satisfaction among employees (Dokko et al., 2009). Additionally, employees who have acquired longer organizational tenure are most like to experience greater social skills, human relation skills, operate within a level playing field, and have networks. This enhances their chances of enjoying higher opportunities in the organization and achieving success with regards to their productivity (Beus et al., 2014). By remaining longer with the organization, employees become more knowledgeable about the organizational operations and its environment which then facilitate their engagement to their work and thus could ensure satisfaction (Jackson & Wilton, 2017)

More so, it could be expected that experience will strengthen the association between OCM and career satisfaction; OCM and work engagement as proved (Singh, 2018). Companies with more experience workers are most likely to become giants in the industry they compete within and survive thereof. To some employees contributing their quota to the competitiveness of their organization is fulfilling to them thereby achieving satisfaction (Beus et al., 2014). OCM would also ensure employees are reskilled for higher offices through the formal policies on their career and subsystems to a large extent (Quinones et al., 1995). Having experience coupled with the provision of career-related programs goes a long way to affect how content workers become with their career (career satisfaction) (Singh, 2018) and how grossed they become with their work (work engagement) (Kulikowski, 2019).

Work experience in terms of number of organizations worked for, organizational tenure, organizational type, and total working experience would ensure employees take advantage of OCM, thus strengthening the relationship between OCM and career satisfaction; strengthening the relationship between OCM and work engagement (H3 and H4, see figure 2)

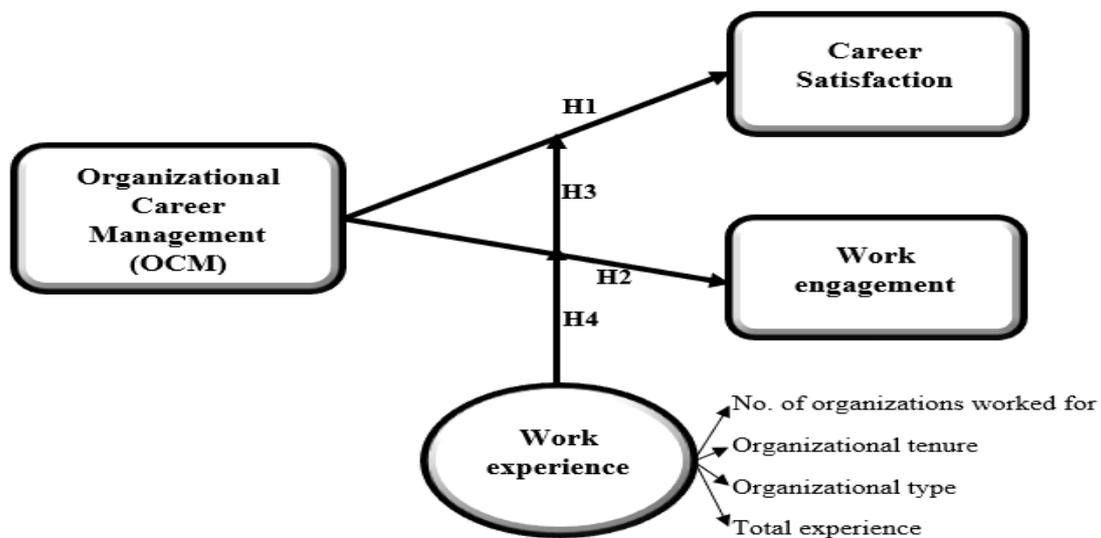


FIGURE 2 the hypothesized research framework

IV. RESEARCH METHODOLOGY

This area of the study stipulates the research design, population, sampling approach, data gathering, and analysis among other important elements that ensure the achievements of the objectives of the study.

Research design

A roadmap that is laid by researchers to conceptualize and find answers to the questions posed in a study is regarded as a research design (Wahyuni, 2012). It takes into consideration how data will be gathered and the study population. To ensure appropriateness, the cross-sectional survey and the quantitative approach were used for this study (Avella, 2016). The cross-sectional survey helps to appreciate the perceptions of the participants on a particular phenomenon and also provides a snapshot description of the study population at a period (Creswell & Creswell, 2017). The quantitative approach is usually employed when the variables of research can be computed and presented in tables to test the objectives of theories (Arghode, 2012).

Research population, sampling technique, sample size

The study population is all full-time employees in five selected private insurance companies in the Kumasi Metropolitan Assembly of Ghana (Donewell Insurance Co. Ltd, Starlife Assurance Co. Ltd, Metropolitan Life Insurance Gh. Ltd, Vanguard Assurance Co. Ltd, and Absa Group Ltd). These companies were selected as pairings with similar structures, aims, policies, objectives, and business models. A random sampling approach was used to select respondents from the target population thereby giving all respondents the chance to be selected and not limited by age, religion, gender, marital status, or gender. After careful consideration of representativeness, a sample size of ninety-eight (98) was adopted for the study.

TABLE 1 Unit of analysis, population, and sampling

Unit of analysis	Population of study	Sample size	Sample approach
Donewell Insurance Company Limited.	Employees	22	Random
Starlife Assurance Company Limited	"	27	"
Metropolitan Life Insurance Ghana Limited	"	19	"
Vanguard Assurance Company Limited	"	17	"
Absa Group Limited	"	13	"

The total sample size is 98 participants.

Research instrument, the procedure for data collection, processing, and analysis

Relying on the primary source of mobilizing data, the study adopted a questionnaire as the sole instrument to gather responses from study populations in achieving the objectives of the study. Before the administration of the questionnaire, introductory letters and a sample of the questionnaires were forwarded to the human resource managers of these private companies to serve as a way of securing permission to undertake the study in the selected companies. Upon obtaining permission through mails, an online questionnaire was activated and forwarded to respondents randomly with the help of the human resource managers contacted. The administering of the questionnaire lasted for two weeks. A total of 120 responses were collected. Out of these,

18 were removed because they were only partially filled, and 4 were removed because they registered the same value for most questions. 98 were employed as the sample for the study after the administration resulting in a response of 81.7%. To ensure the relevance of the responses obtained to the study, the data was processed into tables using the Statistical Package for Social Sciences (SPSS version 26) and an Excel sheet. The descriptive analysis, correlation analysis, and moderation analysis using the changes in the R-squared Significance change of variables were undertaken to make decisions on the proposed hypotheses.

Measures

Organizational career management (OCM) was measured using five items elements adopted from (Lewis & Arnold, 2012; Chen et al., 2004) which represented the extent to which participants have experienced OCM practices and programs. The items included career counseling, access to career centers, the opportunity for growth and learning, promotion, succession plan, retirement packages, and career planning among other relevant policies and programs. These items have been used by others (e.g. Baruch & Budhwar, 2006; Sullivan & Baruch, 2009).

The career satisfaction was evaluated with a five scale item adapted from (Greenhaus et al., 1990). The scaled items have been used extensively to evaluate career satisfaction in employees (e.g. Heslin, 2005; Kumudha & Abraham, 2014). The items include: I am satisfied with the success I have achieved in my career; I am satisfied with the progress I have made towards meeting my goals for the development of new skills, etc.

Work engagement was measured by eight items taken from (Schaufeli, 2006, 2013, 2017). These items include: I find the work I do meaningful and purposeful; my job inspires me; Time flies when I am working; I am enthusiastic about my job, etc. These elements have also been employed and ascertained in the studies of (Akhtar et al., 2015; Victor & Hoole, 2017) in investigating work engagement among employees in different jurisdictions.

Work experience was evaluated by breaking it into four components comprising of the number of organizations worked for, organizational tenure currently, organizational type, and the total work experience (Pillay & Singh, 2018). The said division has been used and ascertained by (Singh, 2018; Quinones et al., 1995). Items under the components stipulate progress made for the number of years spent in an organization; how professional you have become; your contributions to colleagues; the employability skills accumulated over the years among others.

Note: elements such as age, gender, education, and marriage have been employed as control variables.

V. RESULTS PRESENTATION

Descriptive analysis

With the 98 participants employed, (63.3% are males and 36.7% are females; 32.7% are between the ages 18-30 years, 37.8% are between the ages 31-40 years, 20.4% are between the ages 41-50years and 9.1% between the ages 51-60 years; 61% of the participants are single and 39% of the participants being married; 56.1% had bachelor degrees, 30.6% had masters degrees, 0.5% had a doctorate, and 12.8% had other education qualifications such as a diploma; with organizational tenure, 43.9%, 32.7%, 12.3%, 6.1%, and 5% have been in their organization for 1-5 years, 6-10years, 11-15 years, 16-20 years, above 20 years respectively).

Correlation among study variables

In many research works, correlations have been used to establish the strength of an association between variables of a study. With the definition of Hair et al., (2010), the correlation (r) between variables is explained with ranges or scales. Where $r=0$, it means there is no correlation. With $r=1$, it means the correlation is perfect and where $r=-1$, there is a perfect negative correlation. The rules surrounding the strength of the relationship matrix is: ($r=0.10$ to 0.29 or $r=-0.10$ to -0.29 means small correlation), ($r=0.30$ to 0.49 or $r=-0.30$ to -0.49 means medium correlation) and ($r=0.5$ to 1 or $r=-0.5$ to -1 means strong correlation) (Hair et al., 2009).

Summary of results on correlations among all constructs is stipulated in Table 1. As assumed, organizational career management (OCM) is positively and significantly related to career satisfaction ($r=0.881$, $p<0.01$); positively and significantly related to work engagement ($r=0.158$, $p<0.01$). This implies there is a strong correlation between OCM and career satisfaction. Moreover, there is a small or weak correlation between OCM and work engagement. In another breathe, career satisfaction negatively correlated with work engagement ($r=-0.177$, $p<0.01$).

TABLE 2: Intercorrelations among study constructs (N=98)

	1	2	3	4	5	6	7
1 Career Satisfaction	1.000						
2 OCM	.881**	1.000					
3 Work Engagement	-.177	.158**	1.000				
4 Tenure	.361**	.437**	.496**	1.000			
5 No. organizations	.725**	.798**	-.161**	.476	1.000		
6 Organization type	.756**	.849**	-.171**	.329	.692	1.000	
7 Total Experience	.769**	.835**	-.159**	.349	.657	.944	1.000

OCM: organizational career management.

**Correlation is significant at the 0.01 level (one-tailed).

Test of hypothesis

This study hypothesized that OCM positively and significantly relates to career satisfaction and work engagement (H1 & H2). As shown in Table 3, this study used the hierarchical regression analysis (SPSS version 26, a confidence interval of 95%), organizational career management (OCM) has a positive and significant impact on career satisfaction (B= 0.928, p<0.05). OCM has a positive and significant impact on work engagement (B=0.105, p<0.05). By implication, a unit or a percentage increase in OCM would result in a 92.8% and 10.5% increase in career satisfaction and work engagement respectively. Therefore, H1 and H2 were supported and accepted.

TABLE 3 Results hypothesis test using hierarchical regression (N=98)

	Career Satisfaction			Work Engagement		
	Step 1	Step 2	Step 3	Step 1	Step2	Step 3
Gender	.097	.123	.143	.281	.278	.279
Age	-.131	-.032	-.030	.222	.210	.234
Education	-.127	.068	.073	.118	.210	.054
Marriage	.087	-.077	-.094	-.176	-.158	-.063
OCM	.928**	.920**			.105**	.520**
Org. Tenure * OCM			-.019			.234**
No. of org * OCM			.017			-.090
Org. type * OCM		.065**				.013
Total experience * OCM		.064**			.224**	
▲R ²		.738**	.008**		.012	.462**

OCM: organizational career management. **p < .05.

Step 1: Demographic variables are controlled. Step 2: Independent variable (OCM) is introduced. Step 3: Moderating variables (four types of work experience) are introduced.

Hypothesis 3 and 4 was proposed that work experience moderates the relationship between OCM and two outcomes i.e., career satisfaction and work engagement. Four indices of work experience were tested (i.e. organizational tenure, number of organizations, organizational type, and total experience). The moderating effects were evaluated by adding interactive terms to the regression. The results as displayed in Table 2 reveal that the interaction term of OCM and organizational type (B= 0.065, p< 0.05) and total experience (B=0.064, p<0.05) moderated the relationship with career satisfaction. In another breathe, the interaction term of OCM and organizational tenure (B= 0.234, p<0.05) and total experience (B=0.224, p<0.05) moderated the association between OCM and work engagement.

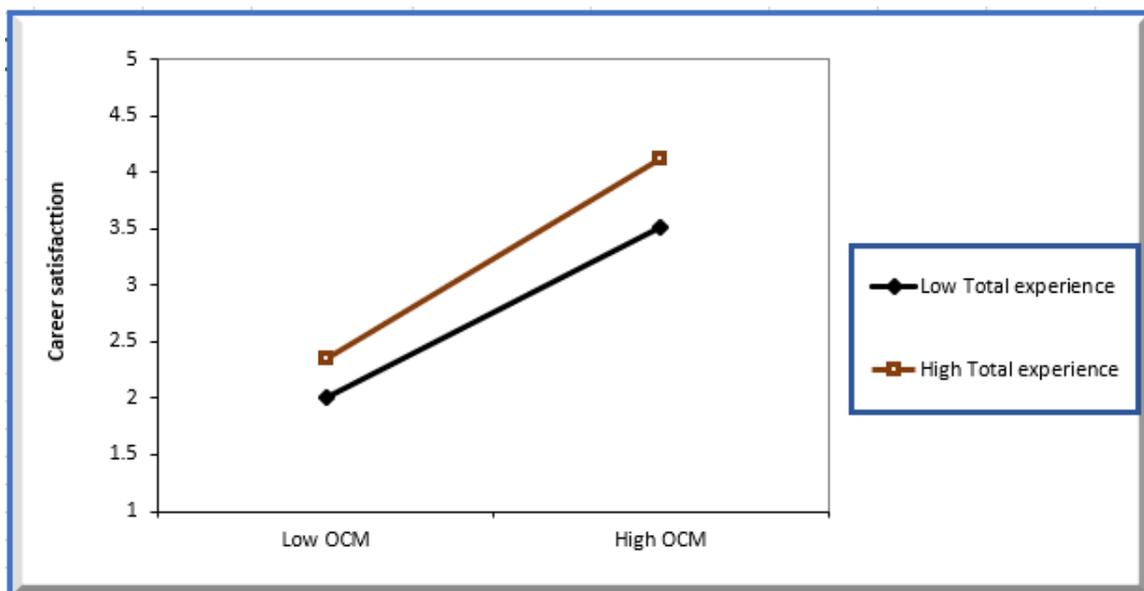


FIGURE 3 Moderating effect of total experience on career satisfaction. OCM: organizational career management.

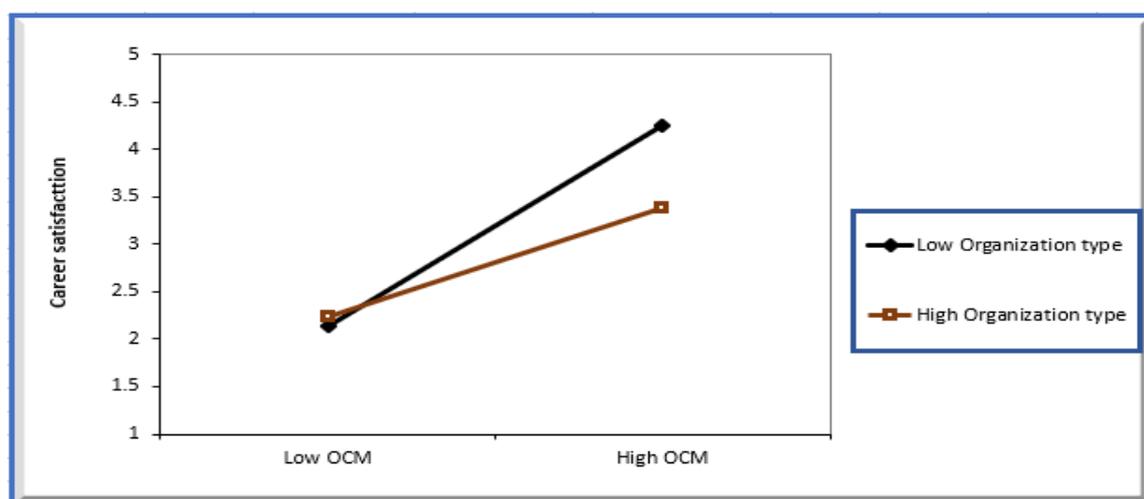


FIGURE 4 the moderating effect of type of organization worked with on career satisfaction. OCM: organizational career management.

As displayed in figures 3 and 4, work experience (total experience and type of organization) moderated the relationship between OCM and career satisfaction. With the interaction plotted at one standard deviation below and above the mean of the independent construct (Cohen et al., 2013), figure 2 implies that the relationship between OCM and career is much stronger at higher levels of total experience and vice versa. Moreover, figure 3 indicates that the relationship between OCM and career satisfaction is higher at higher levels of organizational type. The experience gathered by employees in private insurance companies deepened the positive relationship between organizational career management and career satisfaction. The type of organizations employees works within in this instance private insurance companies and probably their commitment to their career deepens the relationship between OCM and career satisfaction.

Moreover, to present the interaction effects clearly, the interaction term was plotted at one standard deviation below and above the mean of the independent variable that is presented in figures 5 and 6. Work experience (total experience and organizational tenure) moderated the relationship between OCM and work engagement. Figure 4 justifies the moderating role of total experience indicating that at higher levels of total experience, the association between OCM and work engagement grows stronger and at lower levels of total experience the said association grows weaker. Additionally, figure 5 elaborates the moderating role of organizational tenure indicating that the relationship between OCM and work engagement is stronger at higher levels of organizational tenure and less strong at lower levels of organizational tenure.

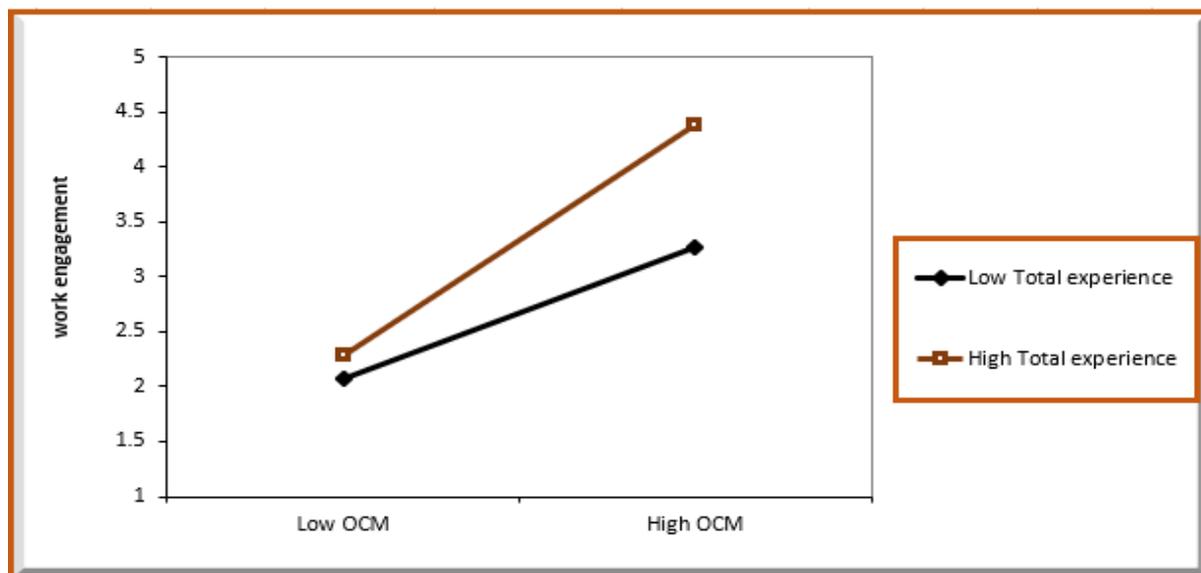


FIGURE 5 Moderating effect of total experience on work engagement. OCM: organizational career management.

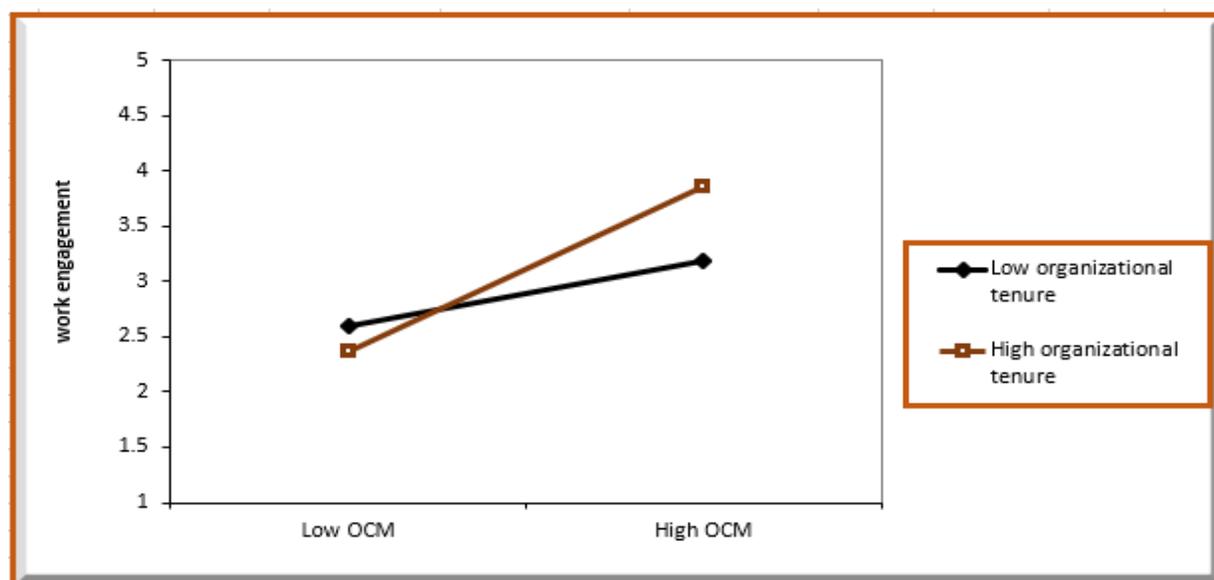


FIGURE 6 Moderating effect of organizational tenure on work engagement. OCM: organizational career management.

Based on the conclusions drawn, the hypothesis H3 and H4 covering the moderating role of work experience (in this total experience, type of organization, and organizational tenure) are supported and accepted.

VI. DISCUSSIONS

The outcome of the study revealed that organizational career management (OCM) has a significant relation and impact on career satisfaction. This result is consistent with (Karatepe & Olugbade, 2017; Korankye, 2020; Kumudha & Abraham, 2014b), which established using different research population that OCM significantly influence the satisfaction of employees to derive from their career. Additionally, the results showed that OCM affects work engagement positively and significantly. This conclusion is supported by (Korankye, 2020; Son & Kim, 2019; Yang et al., 2018), that established the relevance of OCM to creating an engaged workforce who are of value to the progress and future of the organization. The study can then pronounce that the career satisfaction and work engagement of employees in the private insurance companies in Ghana are affected by the career initiatives, plans, policies initiated and implemented by these companies.

Furthermore, the outcome shows that total experience (first moderation) obtained by employees deepens the positive association between organizational career management and career satisfaction. A reason

may be that the experience mobilized reflects the actualization of their career goals (Ismail et al., 2016) and hence content with the contributions of their companies towards their career. This finding is in tandem with (Singh, 2018), who indicated an increase of career satisfaction at a higher level of total experience. It is also established that programs that enable career advancement progressively aid employees to mobilize experience along their job chain (Knight et al., 2006). Combining these experiences to the current career activities initiated by their organizations aids career satisfaction (Knight et al., 2006).

More so, the type of organization an individual works with (second moderation) was established to deepen the association between OCM and career satisfaction. The result is consistent with (Kong et al., 2012c; Rasid & Tannady, 2019) depicting that the type of organization an individual works with is a major contributor to the experiences they mobilize and also affects career satisfaction. According to Singh, (2018), some organizations actively prioritize career programs and make budgetary allocations to the said programs. Eventually, employees within such organizations are most likely to benefit greatly which ultimately affects their career satisfaction positively. This also reflects the kind of working conditions made available to employees (Kong et al., 2012c)

Thirdly, the association between OCM and work engagement was stronger for people with more experience. The outcome conforms to results from (Son & Kim, 2019; Yang et al., 2018). Having experienced workers combined with OCM programs is a great gain for organizations as they sort to create an engaged workforce which is always seen as a tool for progress (Lather & Singh, 2015). Engaged workers at this point are said to handle information, situations, and jobs better especially in even employees who are experienced and have access to OCM activities and develop critical habits that aid them to work efficiently (Achour et al., 2017).

Lastly, the moderation role of organizational tenure on the relationship between OCM and work engagement. This result is in tandem with results from (Singh, 2018) that established the moderation role of organizational tenure on the proposed association. The number of years employees spend at their organization helps them to know the kind of support to draw, under what situation they can draw the help, and from whom they can get the support (Son & Kim, 2019). More so, workers with more organizational tenure will have an enhanced ability to mobilize organizational resources which ensures their engagement which ensures they are absorbed with their work (Wesarat et al., 2014).

VII. CONCLUSIONS AND IMPLICATIONS OF THE STUDY

This research adds to studies on organizational career management, career satisfaction, work engagement, and work experience in this instance among private insurance companies in Ghana. The study sort to provide proof of the impact of OCM on career satisfaction and work engagement; and the moderation role of work experience on the said relationships. The study reveals that OCM positively and significantly affects career satisfaction and work engagement. The results support existing literature that OCM has a significant impact on career satisfaction and the work engagement of workers in this case employees in the private insurance organizations in Ghana.

Administering work experience in four components: number of organizations worked for, organizational tenure, organizational type, and total working experience, the moderation role of work experience were established to be true on the relationship between OCM and career satisfaction; OCM and work engagement. The total experience and organizational type moderated the relationship between OCM and career satisfaction. Also, the total experience and organizational tenure moderated the association between OCM and work engagement. At higher levels of each of the moderators, the strength of the association between the independent constructs and the dependent variable is higher and vice versa. The study could then adjudge that the career satisfaction and the work engagement of employees in the private insurance companies are affected due to the experience they have mobilized over the years, the number of years spent with their company, and the type of organization they work within coupled with the OCM practices and policies made available for them.

To ensure organizational success, the career of an individual is a critical model that requires attention, the commitment of time and resources. This is because organizations stand to benefit from managing the career of their workforce. Notwithstanding the disparities in individuals' career goals, organizations are expected to synchronize these goals to reflect the overall objectives of the organization and stipulate the resources needed to achieve them. This research, therefore, acts as a response to the call to highlight the benefits an organization obtains in managing careers for employees. In tandem with previous researches, this study established that OCM relates to increased career satisfaction (Rezaean & Hatami, 2012) and work engagement among employees (Son & Kim, 2019). The outcomes from the study provide support for the idea that supporting career practices would be an important predictor of career satisfaction and create engaged employees. Additionally, the study can be differentiated from previous researches because; firstly, the research introduces work experience as a moderator to explain the patterns of the associations between OCM and its related outcomes. The outcomes demonstrated the role of four aspects of work experience predicting career satisfaction and work engagement and added fresh evidence of their predictive validity of work experience. Therefore, this research can provide some important

implications for organizations and human resource managers in the selection and development of workers' careers and how to capitalize on the experiences of their employees.

VIII. LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES

This study like any other study has its limitations. The first limitation covers the sample size used for the determination of the hypotheses. The sample size is small to ensure the generalization of the results of the research to cover all private insurance companies in Ghana. An expansion of the sample size could produce different results from that of this study. To generalize these findings to different population's similar research would need to be replicated in different organizational and industrial settings.

Moreover, the researcher focused on private insurance companies in the Kumasi Metropolitan Assembly, future researchers could focus on determining the relationships between the constructs on private insurance companies in different jurisdictions in the country. Future studies could also center on determining the impact of work experience on other important career results and also determine the effect of organizational career management on individual and organizational outcomes such as performance, commitment, intention to quit, and organizational citizenship behavior.

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