

Organisational Career Growth and Work Engagement: A Moderated Mediated Model

Abstract

Purpose – Drawing from the Conservation of Resources Theory and Organisational Justice Theory, this study examined the direct and indirect (via career resilience) effects of organisational career growth on work engagement. We further examined the boundary condition of procedural justice in the relationship between organisational career growth, career resilience, and work engagement.

Design/methodology/approach – We employed time-lagged data collected in three waves from 431 employees working in the public health sector. Hierarchical regression analysis and Hayes Process Macro were used to test the study hypotheses.

Findings – The findings revealed that organisational career growth has a significant positive direct and indirect influence on work engagement in the presence of career resilience. Also, the boundary condition of procedural justice was significant for employees who perceived procedural justice to be high as opposed to low.

Practical implications – Organisational career growth has a positive influence on employee work engagement. Therefore, public health organisations need to prioritise employee career growth by creating an enabling environment that will help employees' career prospects and mitigate employees' perception of low procedural justice.

Originality/value – The originality of this study is in empirically establishing career resilience as an underlying mechanism in the relationship between organisational career growth and work engagement while considering the interactive effect of procedural justice. Additionally, the originality of this paper is demonstrated by empirically establishing that a perceived high level of

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3 procedural justice helps healthcare employees improve their work engagement, thus deepening our
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5 understanding of work engagement amongst health professionals.
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7 **Keywords:** Organisational career growth, career resilience, work engagement, procedural justice,
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9 conservation of resources theory
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Introduction

The career growth literature has continuously attracted spirited research (e.g., Modem et al., 2022; Weng and Zhu, 2020), emphasising the importance of career growth to employees as well as to organisations. For example, studies have alluded to how career growth has helped employees attain career satisfaction and organisations sustain a positive relationship with their employees (e.g., Weng et al., 2010; Weng and Zhu, 2020). This implies that career growth plays a key role in the employee-employer relationship. However, given the nature of today's work environment, employees are inclined to consider their career growth advancement in the context of opportunities for career growth in their organisations (Weng and McElroy, 2012). In other words, while employees make efforts to grow their careers individually, organisational factors play a critical role in their career growth prospects. Thus, organisational career growth (OCG) which refers to how employees experience career advancement within their current organisation (Weng et al., 2010) influences work and non-work outcomes (e.g., Okurame, 2012).

Existing research shows that organisational career growth is positively related to organisational commitment (Weng et al., 2010), occupational commitment (Weng and McElroy, 2012), career commitment (Son and Kim, 2021) increases voice behaviour (Wang et al., 2014) and is negatively related to turnover intention (Vande Griek et al., 2020). Despite these findings, only a few studies have examined the underlying mechanism through which OCG influences workplace outcomes (Son and Kim, 2021). In this current study, we draw on the Conservation of Resource (COR) Theory (Hobfoll, 1989) and Organisational Justice Theory (OJT; Greenberg, 1987) to establish the direct and boundary conditions of the relationship between OCG and WE which is the extent to which employees are immersed in their job roles (Son and Kim, 2021) amongst

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3 employees in the health sector. Thus, our study aims to examine the influence of OCG on WE,
4 mediated by CR and moderated by PJ.
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8 We propose that CR which is “a person’s resistance to career disruption in a less than
9 optimal environment” (London, 1983, p.621) will mediate the relationship between OCG and WE.
10 Given that CR has been found to influence individual career success (Han et al., 2021).
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12 Furthermore, PJ which refers to the process, procedures, and organisational policies employed to
13 evaluate employee performance (Moorman, 1991), will interact with OCG to explain the indirect
14 effect of CR. PJ does not examine the fairness of the outcome but rather is concerned with the
15 procedure of arriving at the outcome (Ambilichu et al., 2024). By proposing that OCG will lead to
16 WE through CR moderated by PJ, we contribute to the literature in several ways.
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26 First, this study adds to the literature on OCG (e.g., Vande Griek et al., 2020; Weng et al.,
27 2010) by investigating the influence of OCG on WE through the lens of COR theory (Hobfoll,
28 1989). We answer the call from Weng and Zhu (2020) on the need to employ a resource-related
29 theory, since career growth is conceived as a job resource (Kwon and Cho, 2020; Lu et al., 2016).
30 By examining this relationship, this study contributes to the OCG literature by providing insights
31 into the resource lens of employees’ career growth in organisations. Secondly, the study
32 contributes to the CR literature (e.g., Mishra and McDonld, 2017; Peeters et al., 2022) by
33 proposing CR as the explanatory pathway through which OCG influences WE. Despite the
34 importance of CR, research on this construct has been scarce (Han et al, 2021). We therefore
35 extend the CR literature by exploring CR from the perspective of personal resources (e.g., Ahmad
36 et al., 2019; Bimrose and Hearn, 2012). Thus, highlighting CR as a key resource pathway through
37 which OCG affects WE. Third, we contribute to the OJT literature (e.g., Fuchs et al., 2012;
38 Greenberg, 1987) by examining how PJ moderates the relationship between OCG and CR using
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3 the OJT. This is important because existing research has revealed that work context has a
4 significant influence on employees' work attitudes and behaviours (Moden et al., 2022; Son and
5 Kim, 2021). By drawing on the OJT (Greenberg, 1987), this study strengthens our understanding
6 of how PJ buffers the relationship between OCG and WE via CR.
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10 11 12 **Theory and Hypothesis Development** 13

14 15 *COR theory and OJT* 16

17 COR theory (Hobfoll, 1989) fundamentally deals with the psychology of individuals in the
18 workplace relating to their acquisition and utilisation of resources. The theory explains that
19 individuals are inclined to acquire and preserve the resources that they need for their survival and
20 growth (Hobfoll, 1989; Hobfoll et al., 2016). COR theory (Hobfoll, 1989) also explains how
21 individuals respond to adversity in their work and career. Resources are energies, personal
22 characteristics and conditions that help employees to achieve their goals or satisfy their needs.
23 Thus, the loss of resources drains employees and diminishes their goal attainment, whereas,
24 resource gain in the form of social support, organisational support and personal resilience propels
25 them to achieve their goals (Halbesleben et al., 2014). The COR theory is useful in research on
26 career growth and employee work outcomes. For instance, this theory explains how the proactive
27 personality predicts career adaptability and career growth potential (Wang et al., 2021), how
28 burnout depletes employees' resources and reduces the attainment of career success
29 (Steindórsdóttir et al., 2024) and how psychological capital as a personal resource foster subjective
30 and objective career success (Kauffeld and Spurk, 2022). These points to the COR as a resource-
31 related theoretical framework that explains career growth outcomes (Weng and Zhu, 2020). We
32 rely on this theory to unpack the relationship between OCG and WE. We argue that OCG is a
33 personal resource that employees draw on which inspires their resilience and engagement at work.
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3 However, this theory is limited in explaining the contextual factor of procedural justice as a
4 boundary condition in this research. Though procedural justice is a resource gain to employees,
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6 the OJT (Greenberg, 1987) is more suitable in explaining how procedural justice shapes employee
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8 experiences in work relating to career growth and work outcomes (e.g., Ambilichu et al., 2024; De
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10 Clercq et al., 2021). OJT (Greenberg, 1987) explains employee judgment of the policies and
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12 actions of their organisations as fair or unfair and how decisions are made about their career growth
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14 and progression. The theory argues that the process of arriving at decisions about employees'
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16 careers is more important than the outcomes of the process. The OJT comprises procedural,
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18 distributive and interactional justice (Skarlicki and Folger, 1997). Procedural justice deals with the
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20 process of decision-making and how fair it is, distributive justice is about the fairness of how
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22 resources are distributed in an organisation while interactional justice deals with the perception of
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24 fairness in the interactions that employees get with their colleagues (Cropanzano et al., 2002;
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26 Kurdoglu, 2020). Applying this theory to our study, procedural justice relates to how decisions are
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28 made about employee career growth while distributive justice explains the outcomes of the
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30 management decisions about OCG. This organisational justice is critical in determining the growth
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32 that employees enjoy in their careers, for instance, the process of performance appraisal,
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34 promotion, training, development and career growth opportunities (De Clercq et al., 2021;
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36 McWhirter and McWha-Hermann, 2021) which then influences subsequent employee attitudes
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38 and behaviours in the form of work engagement and job satisfaction (Zahednezhade et al., 2021).
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40 Taken together, we combine the COR theory (Hobfoll, 1989) and OJT (Greenberg, 1987) to further
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42 develop our argument and hypotheses.
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OCG and WE

WE has continuously attracted the attention of HR scholars and practitioners (Son and Kim, 2021) since engaged employees have become important resources for organisations (e.g., George et al., 2022; Son and Kim, 2021). WE is defined as an employee's positive, work-related state of mind, characterised by vigour, dedication, and absorption (Schaufeli et al., 2002). This implies that engaged employees are highly involved (vigour), concentrated (dedication), and immersed (absorption) in their work (Lai et al., 2020). WE has become important for individuals and organisations, therefore bringing the need to further understand its antecedence. Previous research has shown that WE is influenced by organisational trust (e.g., Agarwal, 2014), job demand and resources (e.g., Mauno et al., 2007), and perceived organisational support (e.g., Saks, 2019). We, therefore, expect OCG to have a significant influence on the level of employee WE because it is an organisational factor relating to employees' prospects and thriving at work. OCG is closely related to employee attitudes (Wang et. al., 2014) and has a significant effect on the effective commitment of an employee (Wang et. al., 2014). Thus, it is an important construct that keeps the relationship between employees and employers fruitful (Yang et. al., 2015).

The COR theory (Hobfoll, 1989) is useful in explaining the relationship between OCG and WE. The tenet of this theory is that "individuals strive to obtain, retain, foster and protect those things [resources] they centrally value" (Hobfoll et al., 2018, p.102). Resources can be either from the personal qualities or the work environment that can help employees achieve their goals (Hobfoll, 1988). Thus, resources gained or lost can determine how an individual will behave in the organisation. For example, an employee who expects resources from the organisation for career progression sees resources to be gained, but when it is not forthcoming, they can be perceived as a resource loss.

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3 OCG is a job resource because the organisation creates a clear path for employees by
4 developing structured planned opportunities for advancement (Son and Kim, 2021). For example,
5 the type of training required by an employee promotion, and the role to be played by the
6 organisation to achieve this training is fundamental. These are seen by employees as the resources
7 to be acquired from the organisation and applied to achieve positive results. We argue that OCG
8 in organisations leads to a high level of WE, and this is underpinned by COR theory (Hobfoll,
9 1989). Taken together, we hypothesise that:

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19 *H1: There is a positive relationship between OCG and WE.*

20 21 *OCG and CR*

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24 OCG has been identified as a critical factor affecting the attitudes and behaviours of
25 employees today (Yang et al., 2015). The extent to which employees experience career growth
26 within their organisations has implications for their level of CR. This is because career growth in
27 an organisation inspires employees to be resistant and persevere against shocks and disruptions
28 that they may face in their organisational careers (Seibert et al., 2016). Relying on the COR theory
29 (Hobfoll, 1989), OCG is viewed as a job resource that employees require, intend to acquire, and
30 preserve for the accomplishment of their career goals. OCG is closely linked with employee's
31 attitudes and outcomes within their current organisation (Wang et al, 2014). For example, the
32 perception of employees about their career growth within an organisation may foster CR toward
33 achieving their career goals, such as attaining managerial positions. CR is the capacity of an
34 employee to deal with changes in the work environment as they emerge (Bimrose and Hearn,
35 2012). In addition, CR is "a developmental process of persisting, adapting, and/or flourishing in
36 one's career despite challenges, changing events, and disruptions over time" (Mishra and
37 McDonald, 2017, p.201). Existing research shows that OCG is positively related to employee
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3 performance and negatively related to staff turnover (Vande Griek et al., 2020). This implies that
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5 OCG helps to promote a positive attitude of employees towards an organisation (Weng and Zhu,
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7 2020). We, therefore, expect OCG to be positively related to CR and hypothesise as follows:

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10 *H2: There is a positive relationship between OCG and CR.*

11 12 *CR and WE*

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15 Career-resilient employees display the ability to manage their careers and are focused on
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17 their professional growth (Peeters et al., 2022). It is worth noting that the resilience of employees
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19 in their careers is not always prescribed by organisations nor is it always part of their reward
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21 system, but resilient employees are needed by organisations to achieve their objectives. Studies
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23 have revealed that CR has a positive relationship with life satisfaction and the well-being of
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25 employees (e.g., Ahmad et al., 2020; Han et al., 2019). Also, CR was found to have a significant
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27 influence on career self-management (Peeters et al., 2022) and the career success of employees
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29 (Mishra and McDonld, 2017; Peeters et al., 2022).
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33 Arguably, employees who are resilient in their careers are most inclined to survive
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35 challenges relating to their career progression and are more likely to thrive in their careers than
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37 less resilient employees (e.g., Han et al., 2019). Drawing from the COR theory (Hobfoll, 2001),
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39 we view CR as a personal resource that is vital for positive behavioural outcomes. The COR theory
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41 has been used to understand the relationship between personal resources and WE (e.g., Lan et al.,
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43 2020; Xanthopoulou et al., 2009). For example, resilient employees have been found to focus on
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45 their goals, and the organisational goals (Han et al., 2019). Based on theory and research, we argue
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47 that CR drives employees to be immersed in their job roles. In sum, we hypothesise that:
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51 *H3: There is a positive relationship between CR and WE.*
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The mediating role of CR

Integrating the previous hypotheses, we propose a mediating role of CR in the relationship between OCG and WE. Drawing on the COR theory (Hobfoll, 1989) as a motivational theory that explains that employees need to acquire and conserve their resources even in stressful situations (Hobfoll, 1989), we argue for the mediating role of CR as a valuable resource in the OCG and WE link. CR helps employees face adversity in the career growth process with their organisations and remain engaged in the work (Ng and Feldman, 2014a). Existing Research shows that CR mediates the relationship between thriving and career commitment (Jiang et al., 2021). Also, CR mediates the relationship between career thriving and career satisfaction as well as thriving and career engagement (Jiang et al., 2021). Furthermore, CR mediated the relationship between career competency and career success (Ahmad et al., 2019). From the foregoing, there is sufficient evidence to demonstrate that CR is vital in explaining the relationships between career efforts and career success. Thus, we expect that CR can help promote positive WE given that it serves as a psychological boost (London, 1983). Taken together, CR is important in explaining the relationship between individual resources, work attitudes, and behaviours. We, therefore, hypothesise as follows:

H4: CR mediates the relationship between OCG and WE.

The moderating role of PJ

We propose the boundary condition of PJ in the OCG and CR link using OJT (Greenberg, 1987). This theory explains how employees perceive the policies and actions of organisations and subsequent workplace attitudes and behaviours (Ambilichu et al., 2024; Greenberg, 1987). PJ is the process employed by an organisation to arrive at career growth decisions such as promotion at work (Colquitt, 2001). PJ accentuates how the organisational policies are applied as perceived by

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3 employees. Existing research has revealed that PJ influences organisational citizenship behaviours
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5 (Erdogan et al., 2006) and organisational identification (Olkkonen and Lipponen, 2006). We argue
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7 that the perceived PJ in organisations can strengthen the positive effect of OCG on CR.
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10 Conversely, we further argue that a low level of PJ will weaken the effect of OCG on CR.
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12 Thus, PJ will moderate the relationship between OGC and CR more for high perceived PJ than
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14 low perceived PJ. We underpin this argument in the OJT (Greenberg, 1987) which emphasizes
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16 how workplace procedures are viewed by employees in determining the outcomes in organisations.
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18 For example, existing research shows that PJ moderated the relationship between role ambiguity
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20 and self-efficacy such that the relationship was accentuated when PJ was high as opposed to low
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22 (Li and Bagger, 2008). In sum, we argue that a low perception of PJ will reduce the effect of OCG
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24 on CR. In contrast, a high level of PJ will strengthen the OCG CR relationship. Thus, we
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26 hypothesise that:
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31 *H5: PJ moderates the positive relationship between OCG and CR such that the relationship is*
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33 *stronger when PJ is high rather than low.*
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35 To sum up H1 to H5, which are based on the COR theory (Hobfoll, 1989) and the OJT
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37 (Greenberg, 1987), we further propose that CR resulting from the interactive effect of OCG and
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39 PJ will progress to influence employees' WE. Specifically, if employees' CR flows from OCG
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41 under a condition of low PJ, they will be less engaged at work. Conversely, when employees
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43 perceive that the level of PJ is high, it strengthens OCG, as they see fairness in their chances of
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45 career progression with their organisations. Existing research justifies our argument that when
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47 employees perceive a level of injustice in the workplace, they are likely to alter their input and
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49 become less engaged and perform poorly in their jobs (Wang et al., 2015). Taken together, we,
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51 therefore, hypothesise that:
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3 *H6: PJ moderates the indirect effect of OCG on WE through CR such that the indirect effect will*
4 *be stronger when perceived PJ is high rather than low.*
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7 **Method**

8 *Study context*

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12 The public sector in Nigeria is a critical sector for the delivery of public goods and services
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14 Ndema, 2022). It employs a large number of individuals in sectors including health, education,
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16 security, government operations, aviation and energy. The Nigerian public sector is characterised
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18 by nepotism, weak organisational structure and inefficiency in service delivery (Yunusa, 2016). In
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20 many countries, public-sector organisations have a poor image and are not as efficiently managed
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22 as private-sector organisations (Costantini et al., 2017). This is because the government are not as
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24 efficient in business management compared to private business owners (Box, 2014). In developing
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26 countries, this disparity between public sector organisations and privately owned firms is more
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28 pronounced with rampant reports of lack of accountability, opaqueness, corruption and career
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30 stagnation of employees (Adeniji et al, 2022; Ndema, 2022). The challenges in Nigeria's public
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32 sector organisations including inefficiency, poor motivation of employees and career stagnation
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34 typically affect employee attitudes and behaviours, for instance, poor work engagement (George
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36 et al., 2023). Furthermore, the high-power distance cultural orientation of Nigeria is an important
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38 contextual factor for this study. Nigeria's high power distance orientation supports male-
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40 dominated leadership, respect for authority, loyalty, social status, and promotion by seniority as
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42 opposed to performance-based promotion in the public sector (Anibaba and Akaiighe, 2020; Dogo,
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44 2014). These contextual perspectives should guide the interpretation of our findings.
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Participants and procedure

We collected data from employees in the public health sector in Lagos, Nigeria. The data was sourced through approval from various public sector hospitals. We controlled for common methods of bias by employing both the procedural and statistical approach in line with Podsakoff et al. (2003). First, we employed a multi-time approach with three-time measurements with two-month intervals between the data collection points which is consistent with existing research (e.g., George et al., 2022; Yang et al., 2023). The justification for having a time-lagged approach for the study was to ensure the separation of the study measures to attenuate the risk of a common method bias (Podsakoff et al., 2003). At time 1, participants were asked to complete the socio-demographic information and questions regarding organisational career growth. At Time 2, participants completed a survey on career resilience and procedural justice. At Time 3, the participants completed the questionnaire items on work engagement. In total, 800 participants were sampled in Time 1, with an identification code used to link participants to the three-wave survey. We assured participants of their confidentiality and anonymity and did not ask for their personal information e.g., names. The participants' information sheets sought informed consent and also stated that they could withdraw from participating in the research if they were not comfortable with the questions in the survey, thus, complying with ethical considerations (Brown et al., 2020). 640 participants completed the Time 1 survey. Two months later, the Time 2 questionnaire was distributed to the 640 participants who completed the Time 1 survey, out of which 532 responses were received at Time 2. Two months later, the Time 3 questionnaire was distributed to the 532 participants who completed the Time 2 survey, out of which 456 responses were received. After matching the data with the identification code of the participants, $N = 431$ were deemed usable for our study. Among the 431 participants, 162 (37.6%) were male, while 269 (62.4%) were female.

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3 Furthermore, 116 (26.9%) were between ages 18 – 25years, 110 (25.5%) were between ages 26 –
4 35years, 123 (28.5%), were between 36 – 45years, and 82 (19.0%) were 46years and above. In
5 terms of years of working experience, 56 (13%) have worked between 1- 5 years, 93 (21.6%) have
6 worked between 6 – 10 years, 166 (38.5%) have worked between 11 – 15 years, 61 (14.2%) have
7 worked between 16 – 20 years while 55 (12.8%) have worked for 21 years & above.

14 *Measures*

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17 Organisational career growth, Career resilience and work engagement measures were rated
18 on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) by the respondents
19 while PJ was measured on a 7-point scale.

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22 *OCG*: OCG was measured using the 15-item scale (Weng et al., 2010), with sample items being
23 “My present job moves me closer to my career goals”.

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26 *CR*: CR ($\alpha = 0.88$) was measured with five items developed by London (1993). Sample items
27 include: “I can handle work problems that come my way”.

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30 *PJ*: PJ ($\alpha = 0.94$) was measured using a seven-item scale developed by Colquitt (2001). Sample
31 items are “Have those procedures be free from bias”.

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34 *WE*: We measured WE ($\alpha = 0.90$) by employing the nine-item scale developed by Schaufeli et al.
35 (2006). Sample items include “At my work, I feel bursting with energy”.

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38 Control variables: In line with previous studies, we controlled for demographic variables such as
39 participants’ gender, age, and work experiences to rule out alternative explanations.

40 *Strategy of analysis*

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43 We conducted a confirmatory factor analysis (CFA) to ascertain our model fit and establish
44 the composite reliability, discriminant, and convergent validity of the study constructs. The CFA
45 tested the model fit using indices such as the Comparative Fit Index (CFI), Tucker-Lewis Index

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3 (TLI), and Standard Root Mean Square Residual (SRMR). In line with Hu and Bentler (1999) the
4 recommended thresholds for these indices are ≥ 0.90 for CFI, and TLI, for SRMR $\leq .08$, while
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6 RMSEA ≤ 0.06 . Furthermore, Hair *et al.* (2010) posit that having three to four of the indices is
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8 sufficient evidence for the model fit. Analysis for Moment Structures (AMOS), version 28.0 was
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10 employed to test the CFA. To establish a relationship between OCG and WE, OCG and CR, and
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12 CR and WE, which are the main effects. We conducted hierarchical regression analysis using
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14 Statistical Package for Social Sciences (SPSS), version 28.0. Additionally, to test the indirect effect
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16 of CR in the relationship between OCG and WE, we conducted a mediation analysis (model 4 in
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18 PROCESS macro), using the bootstrapping technique, with 5,000 iterations and a 95 per cent
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20 confidence interval. Finally, we tested the moderated effect of PJ (first stage) using PROCESS
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22 macro, Model 1 and the moderated mediation effect in the OCG-WE link using PROCESS macro,
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24 Model 7 (Hayes, 2017). We centered all continuous variables for the indirect effects test. Using
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26 the two-way interactions plot, we plotted the interaction graphs to demonstrate the moderation and
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28 moderated mediation effects further.
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35 Results

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37 The four-factor model consisting of OCG, CR, PJ, and WE showed acceptable goodness-
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39 of-fit, $\chi^2/df = 2.30$, RMSEA = 0.06, CFI = 0.92, TLI = 0.91, SRMR = 0.07. Comparing this to the
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41 three-factor model where OCG and CR were combined as a single factor, a poor fit was obtained
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43 $\chi^2/df = 5.15$, RMSEA = 0.116, CFI = 0.72, TLI = 0.70, SRMR = 0.12. Also, the two-factor model
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45 where OCG and CR were combined as a single factor and PJ and WE were combined as a single
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47 factor did not produce a better fit $\chi^2/df = 7.94$, RMSEA = 0.07, CFI = 0.54, TLI = 0.50, SRMR =
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49 0.17. Lastly, for the single-factor model, a poor fit was obtained $\chi^2/df = 9.29$, RMSEA = 0.16, CFI
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51 = 0.45, TLI = 0.40, SRMR = 0.16.
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Table I about here

Table I depicts the composite reliability, convergent and discriminant validity, and intercorrelation coefficients among the study constructs. The Average variance extracted (AVE) for WE = 0.56, OCG = 0.59, CR = 0.68, and PJ = 0.63, providing support for convergent validity in line with Fornell and Larcker (1981). The square root of the AVE for WE is 0.75, OCG = 0.76, CR = 0.82, and PJ = 0.79, thereby providing support for the discriminant validity of the constructs. The composite reliability for WE = 0.86, OCG = 0.88, CR = 0.89, and PJ = 0.88 were all above the recommended threshold of 0.70 in line with Hair et al (2018). OCG has a significant relationship with WE ($r = 0.27, p < 0.01$). Similarly, CR also has a positive significant relationship with WE ($r = 0.60, p < 0.01$). Furthermore, PJ had a positive significant correlation with WE ($r = 0.53, p < 0.01$).

Table II about here

As shown in Table II. H1 states that OCG has a positive influence on WE. After controlling for age, gender, and work experience, OCG had a positive effect on WE ($B = 0.15, p < 0.01$), thus, supporting H1. H2 states that OCG has a positive influence on CR. After controlling for age, gender, and work experience, OCG had a positive effect on CR ($B = 0.22, p < 0.01$), thus, supporting H2. H3 states that CR has a positive influence on employee WE. The result revealed a positive significant influence of CR on WE ($B = 0.60, p < 0.01$), thus, confirming H3. Further, we tested the mediating role of CR in the relationship between OCG and WE. The results of the

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3 mediation revealed that OCG had an indirect positive effect on WE through CR (indirect effect =
4 0.13, 95% CL [0.07, 0.19]. Thus, providing support for H4.
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10 Table III about here
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14 As revealed in Table III, the interaction effect between OCG and PJ was significant ($B =$
15 $0.19, p < 0.01$). Using the values of 1 SD below the mean and above the mean, the interaction plot
16 revealed (Fig. 1) that the relationship between OCG and CR was stronger for employees who
17 perceived a high level of PJ than for employees with a low-level perception of PJ. Although all
18 indirect effects are significantly different from zero, thus, supporting H5.
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34 Finally, H6 which states that PJ would moderate the indirect effects of OCG on WE through
35 CR was tested. The result showed that the index of moderated mediation was significant (0.11
36 [0.06; 0.17]), thus, confirming H6. The result shows that employee perception of PJ had a certain
37 conditional indirect effect as shown in Table III.
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43 **Discussion**

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45 Our study developed a moderated mediated model to examine the relationships between
46 OCG, CR, PJ, and WE. Employing COR Theory (e.g., Hobfoll, 1989) and OJT (e.g., Folger, 1987;
47 Greenberg, 1987). We consider PJ as a boundary condition (i.e., moderator) because it is a process
48 that helps employees understand the level of fairness in organisations and shapes their prospects
49 for career advancement (Folger and Konovsky, 1989). The study found evidence that OCG had a
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3 significant influence on WE. The findings of the study also revealed a positive link between OCG
4 and CR. Furthermore, CR was found to have a significant influence on WE, which establishes the
5 importance of personal resources such as CR on the level of employee WE. Finally, the study
6 established that PJ moderated the relationship between OCG and CR, such that the relationship
7 was more positive when perceived PJ was high compared to when it was low. This study is
8 significant as it responds to calls on the role of resource theory in the career growth literature (see
9 Weng and Zhu, 2020) and the underlying mechanism through which organisational career growth
10 influences work outcomes (see Son and Kim, 2021).
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22 Discussing our results in relation to the study context, the findings showed that PJ was
23 more strengthened the positive relationship between OCG and CR and inclined employees to be
24 more engaged with their jobs. Research shows that employees in such context experience injustice
25 in their employment relationship especially in the public sector where godfatherism, loyalty to
26 authority and procedural violations are prevalent (Chioke, 2024). Thus, ensuring due process and
27 fairness which are central to procedural justice is critical to OCG and building the career resilience
28 of employees for commitment and work engagement in the public health service.
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38 *Theoretical Implications*

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40 Our study makes three theoretical contributions to OCG research. First, previous studies
41 that theorized the relationship between OCG and work outcomes rely on the theory of work
42 adjustment, trait activation theory, role congruity theory, and social identity theory (e.g., Jiang et
43 al., 2021; Weng and Zhu, 2020). This study contributes to the OCG literature through the lens of
44 COR theory (Hobfoll, 1989) which is a resource-related theoretical framework (Hildenbrand et al.,
45 2021) and the OJT (e.g., Folger, 1987; Greenberg, 1987) to theorize the link between OCG and
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3 WE. The integration of these theories provides a deeper theoretical understanding of the
4 relationship between OCG and WE and advanced OCG theory.
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8 Secondly, the study contributes to the OCG and CR literature (e.g., Mishra and McDonld,
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10 2017; Peeters et al 2022) by exploring the explanatory pathway through which OCG influences
11 WE. By employing CR, which is a personal resource and a mediating variable, this study deepens
12 our understanding of the process in which OCG promotes WE. Thus, this study provides
13 theoretical and empirical evidence that CR plays a critical role in the link between OCG and WE.
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19 Third, our study clarifies the boundary conditions of PJ in the link between OCG and WE.
20 The findings of our study showed that the positive effect of OCG on WE through CR was stronger
21 when employees experienced a high sense of PJ as opposed to a low level of PJ. By investigating
22 this boundary condition, our study contributes to the OCG and organisational justice literature
23 (e.g., Fuchs et al., 2012; Greenberg, 1987) by unlocking our understanding of organisational justice
24 in the relationship between OCG and employee WE.
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33 *Practical implications*

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35 The findings of this research have managerial implications. First, OCG is effective in
36 driving employee CR, and in turn, enhancing employee WE. Thus, organisations and managers
37 need to promote career growth opportunities by creating pathways for career growth in the form
38 of training and development, mentoring, role modelling, and succession planning. Furthermore,
39 by creating opportunities for employees to leverage organisational resources such as supervisor
40 support for career growth, employees will feel empowered, and this will build CR and WE in their
41 organisations. Second, the findings of this study show that CR mediated the relationship between
42 OCG and WE. While CR is a personal resource for employees, organisations can help foster CR
43 in employees by promoting positive workplace culture and practices. For instance, a flexible
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3 working system and perceived organisational support are important in developing CR amid career
4 shocks as seen in the recent global pandemic (e.g., Cooper et al., 2023). Third, the findings of this
5 study showed that PJ strengthened the positive relationship between OCG and WE when
6 employees perceived PJ as high rather than low. Therefore, managers and practitioners need to
7 pay attention to the employees' career decision-making processes, for instance, promotions,
8 transfers, training, and development of employee careers. Managers of public health organisations
9 should take measures to ensure that the process employed in making decisions on the career
10 progression of their employees is explicit and fair, as this promotes a career-resilient climate and
11 employee WE.
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23 *Limitations and future research directions*

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26 Despite the findings of the study, it is not without limitations and calls for further
27 investigation. First, the three-wave data was collected to minimize the common method of bias
28 (Podsakoff et al., 2003). Nonetheless, we acknowledge that this issue may still exist since our data
29 was a single source, i.e., employees. Thus, future studies can collect longitudinal data from
30 different sources, to further examine the causal link between OCG and employee WE. Second, this
31 study was contextualized in Nigeria, implying that the findings cannot be generalized to other
32 countries and cultures. Considering that Nigeria is a developing country with high power distant
33 culture and structural challenges in the public sector (Adeniji et al, 2022), future research should
34 focus on the corporate sector which is more competitive, more efficiently managed and structured
35 (Kravariti and Johnston, 2020), to examine career growth prospects, career resilience, and work
36 outcomes such as job satisfaction, work engagement and career success. Finally, future studies
37 can employ a cross-cultural design by comparing findings from different regions of the world.
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3 *Conclusion*
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5 Our study revealed that OCG increases CR, which further improves WE. However, PJ
6 increases the effect of OCG and CR on WE. Overall, the data from the public health sector in
7 Nigeria lend support for the moderated mediation model of this study. This study expands existing
8 literature on OCG which is better understood through the lens of COR theory and OJT and offers
9 recommendations for promoting HR practices that enhance employee WE.
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Appendix

Factor Loading for all items in the Construct

Scale	Item	Factor Loading
<i>Work Engagement</i> Schaufeli et al. (2006).	At my work, I feel bursting with energy	.77
	I am enthusiastic about my job	.83
	I feel happy when I am working intensely	.82
	At my job, I feel strong and vigorous	.61
	My job inspires me	.77
	I am immersed in my work	.60
	When I get up in the morning, I feel like going to work	.67
<i>Organisational Career Growth</i> Weng et al., (2010)	My present job moves me closer to my career goals.	.75
	My present job is relevant to my career goals and vocational growth.	.95
	My present job sets the foundation for the realisation of my career goals.	.75
	My present job enables me to continuously improve my professional capabilities.	.40
	The probability of being promoted in my present organisation is high.	.72
	Compared with previous organisations, my position in my present one is ideal.	.94
	Compared with my colleagues, I am being promoted faster.	.74
	In this organisation, the possibility of my current salary being increased is very large.	.52
	Compared with my colleagues, my salary has grown more quickly.	
<i>Career Resilience</i> London (1993)	‘Please rate the extent to which you...	
	Are willing to take risks (actions with uncertain outcomes)	.60
	Welcome job and organisational changes (e.g. new assignments)	.58
	Can handle any work problems that come your way	.86
	Look forward to working with new and different people	.81
<i>Procedural Justice</i> Colquitt (2001)	My organisation generates standards so that decisions can be made with consistency	.82
	My organisation procedure hears the concerns of all those affected by the decision	.77
	My organisation procedure provides useful feedback regarding decisions and its implementation.	.72
	My organisation procedure allows for request for clarification or additional information about decisions.	.76

Figure I. Interaction of OCG and Procedural Justice on Career Resilience

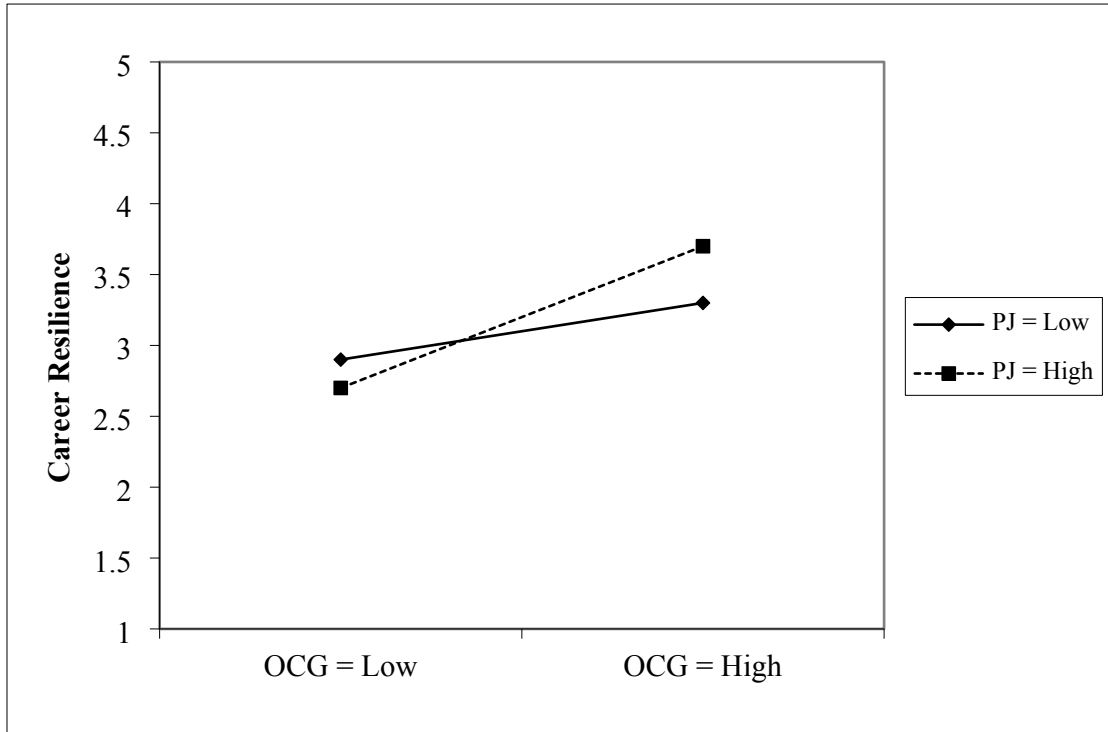


Table 1. Correlation results of the study variables

Variables	1	2	3	4	5	6	7
1. Age	-						
2. Gender	0.03	-					
3. Work Experience	0.30*	-0.08	-				
4. WE	0.08	0.09	0.05	(0.75)			
5. OCG	0.22**	0.03	0.20**	0.27**	(0.76)		
6. CR	0.17**	0.06	0.12*	0.60**	0.25**	(0.82)	
7. PJ	0.10*	0.02	0.12*	0.53**	0.22**	0.58**	(0.79)

Note: $N = 431$ * $p < 0.05$, ** $p < 0.01$,

WE = Work Engagement, OCG = Organisational Career Growth, CR = Career Resilience, PJ = Procedural Justice. Values in the bracket on the diagonal are the square root of the AVEs from each scale.

Source: Authors work

Table II. Result of Hypothesis Testing

Variables	CR	WE	WE	CR	WE
	Model 1	Model 2	Model 3	Model 4	Model 5
Constant	2.32***	1.10***	2.42***	3.24***	1.63***
Age	0.15	-0.05	0.04	0.12*	-0.05
Gender	0.08	0.08	0.12	0.05	0.08
Work Experience	0.02	-0.12	-0.01	0.01	-0.02
OCG	0.22***	0.15***	0.27***	0.09*	0.15**
CR		0.57***			0.57***
PJ				0.60***	
OCG x PJ				0.19**	
Indirect effect			0.13 [0.07, 0.19]		
R^2	0.28	0.39	0.08	0.38	0.39
R^2 Change				0.02	

Note(s): $n = 431$, WE: Work engagement; OCG: Organisational career growth; CR, Career resilience; PJ, Procedural justice, Bootstrap size = 5,000. * $p < 0.05$, ** $p < 0.01$ *** $p < 0.001$

Source: Authors work

Table III. Result of the moderated path and the moderated mediated path analysis

	Effect	Boot SE	CI [LL; UL]	
<i>Work Engagement</i>				
<i>Indirect effect of Career resilience</i>	0.13	0.03	[0.07	0.19]
Conditional indirect effect [95%CL]				
M – 1SD	0.05	0.06	0.17	0.07
M –	0.09	0.04	0.01	0.17
M +1SD	0.23	0.05	0.12	0.33
Index of moderated mediation [95% CI]				
Procedural Justice	0.11	0.03	0.06	0.17

Note(s): Bootstrap size = 5,000. CI = Confidence interval., LL = Lower limit, UL = upper limit,
Source: Authors work